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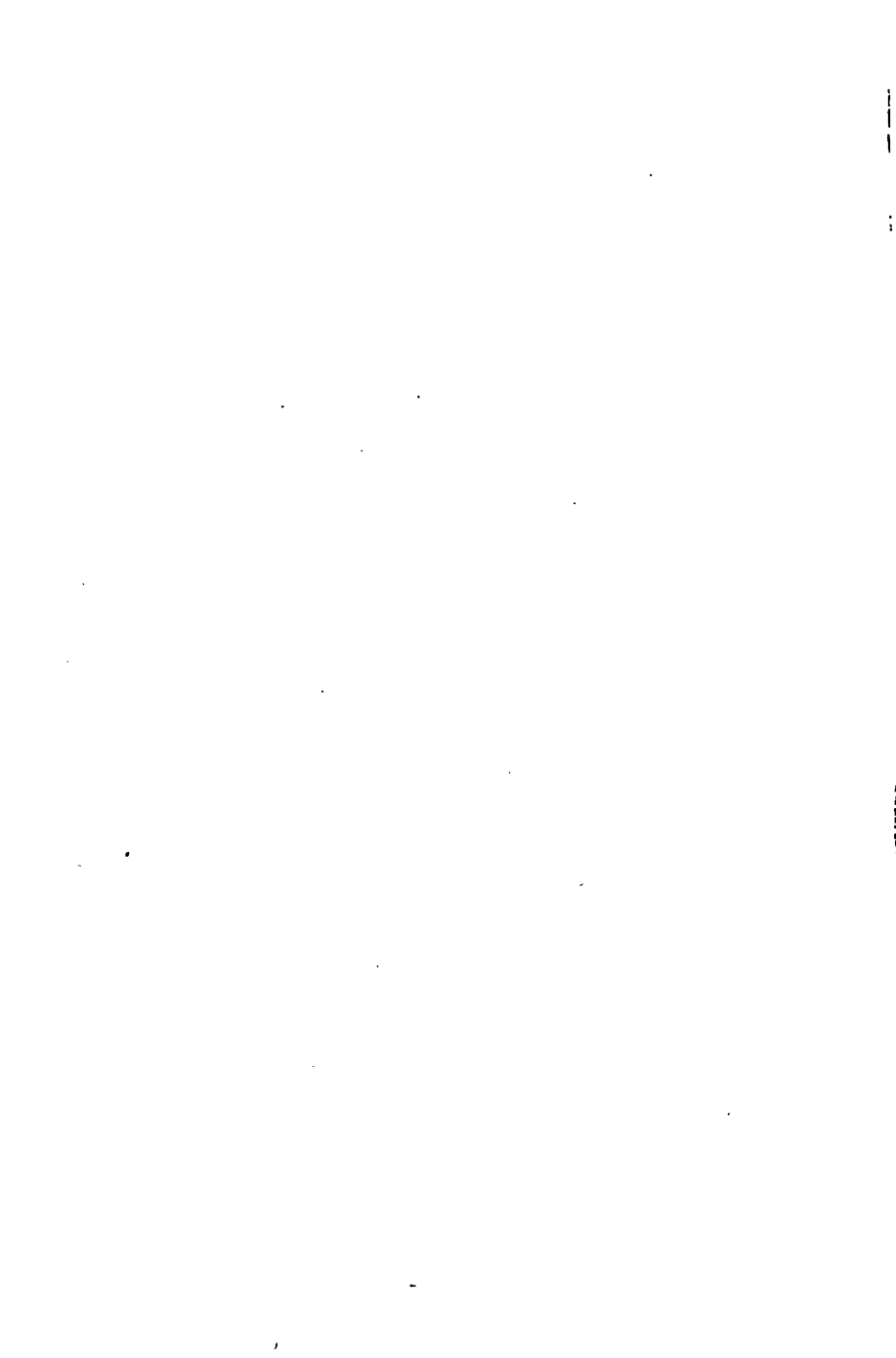
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THE MAN OF TOMORROW

A Discussion of Vocational Success
with the Boy of Today

By
CLAUDE RICHARDS
of
The Vocational Guidance Committee
Y. M. M. I. A.

PUBLISHED BY
The General Board of Young Men's Mutual Improvement Associations of
the Church of Jesus Christ of Latter-day Saints

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TO MY THREE SONS—
TAYLOR, DAVID, AND JOHN



PREFACE

The title phrase of this book has been chosen to stand for the type of man who will measure up to the exacting vocational demands of the great tomorrow. He is the man who will realize the author's ideal of vocational success; and it is hoped to be a warranted bit of optimism that he will be not far from representative of the millions of toilers of his day. He will have adequate earning capacity, but he will have also—and what is equally important—joy capacity and service capacity.

This book had its inception in the recognized need of vocational guidance among young men who will work on the morrow for a livelihood. The General Board of the Young Men's Mutual Improvement Associations of the Church of Jesus Christ of Latter-Day Saints has long felt that the nation-wide movement for the conservation of resources should reach out to include more effectively the greatest resource of all—the American boy. While it is true that the Board's immediate concern is with a somewhat localized section, yet it has seen clearly that the condition it hoped to improve is common to the nation at large. In consequence, all local point of view has been studiously kept out of the book, and the message written to young men generally, rather than to the boys of any particular locality.

That there is urgent need of vocational guidance, goes almost without saying. Those who are competent to express reliable opinion have been telling us for more than a decade that only 25 or 30 per cent of the world's workers are in the right occupa-

tions; that not more than one or two men in a hundred are properly trained for their work; that 50 per cent of those who toil will admit that they would rather be doing something else for a livelihood; that less than half of our boys remain in school till they have completed the elementary grades; and that discontent, poverty, and failure are the total result of this mal-adjustment.

And now a new and peculiar need of vocational guidance has arisen. Following this great world war, civilization will take on an aspect of general reconstruction, and hence the man of the future will need an equipment that will fit him to take his place in a society with difficult problems to solve and big tasks to perform. It is a conservative hope that men will soon be engaged exclusively in the peaceful pursuits of building and producing. Then artisans, professional men, and men trained for service in the lines of commerce will be needed in even greater numbers than today to do the important and profitable work of a new era.

The message of this book is addressed primarily to young men, but there is little in its content that does not apply with equal meaning to young women, both to the ones who may be called upon by an uncertain future to earn a livelihood and to those who will be the helpmates of men who toil. Moreover, the book may be read with profit by persons who have already found their callings and by all who are co-operatively interested in our Country's youth.

The author has undertaken this work by appointment, and with no other compensation than the hope of performing a service. In producing the book he has had the valuable assistance of Mr. Louis W. Larsen of the University of Utah. Also to Mr. Larsen belongs largely the credit for putting the rough manuscript into its present literary form.

Sincere acknowledgment of thanks is due the busy men who read the respective chapters on vocations discussed in Part V. Especially is the author indebted to the Committee on Vocations and Industries, Y. M. M. I. A., of which B. H. Roberts is chairman, to Stephen L. Richards, and to Professor Osborne J. P. Widtsoe, head of the English department of the University of Utah, for their kindness in reading and criticizing the manuscript.

CLAUDE RICHARDS.

Salt Lake City.



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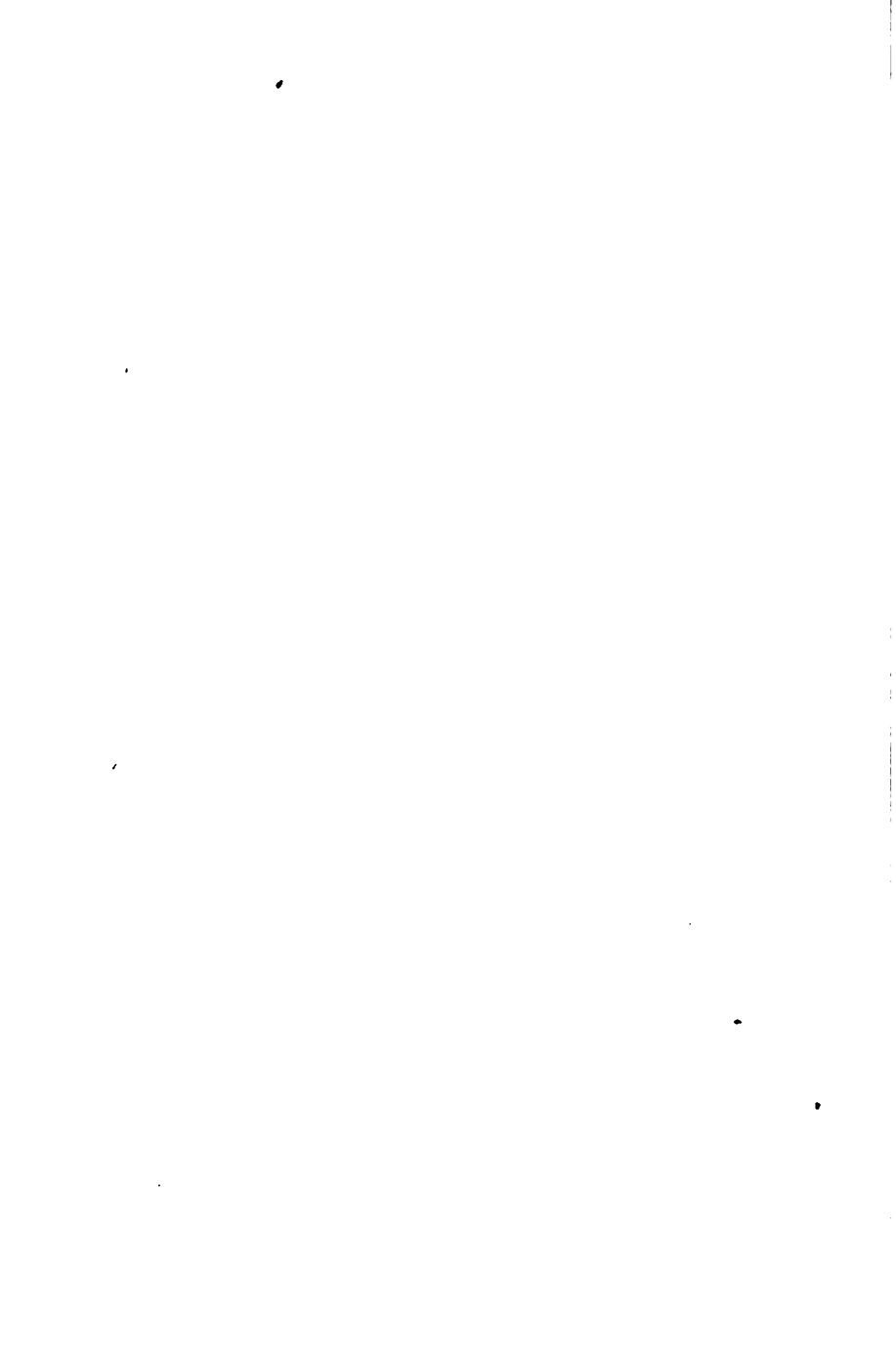
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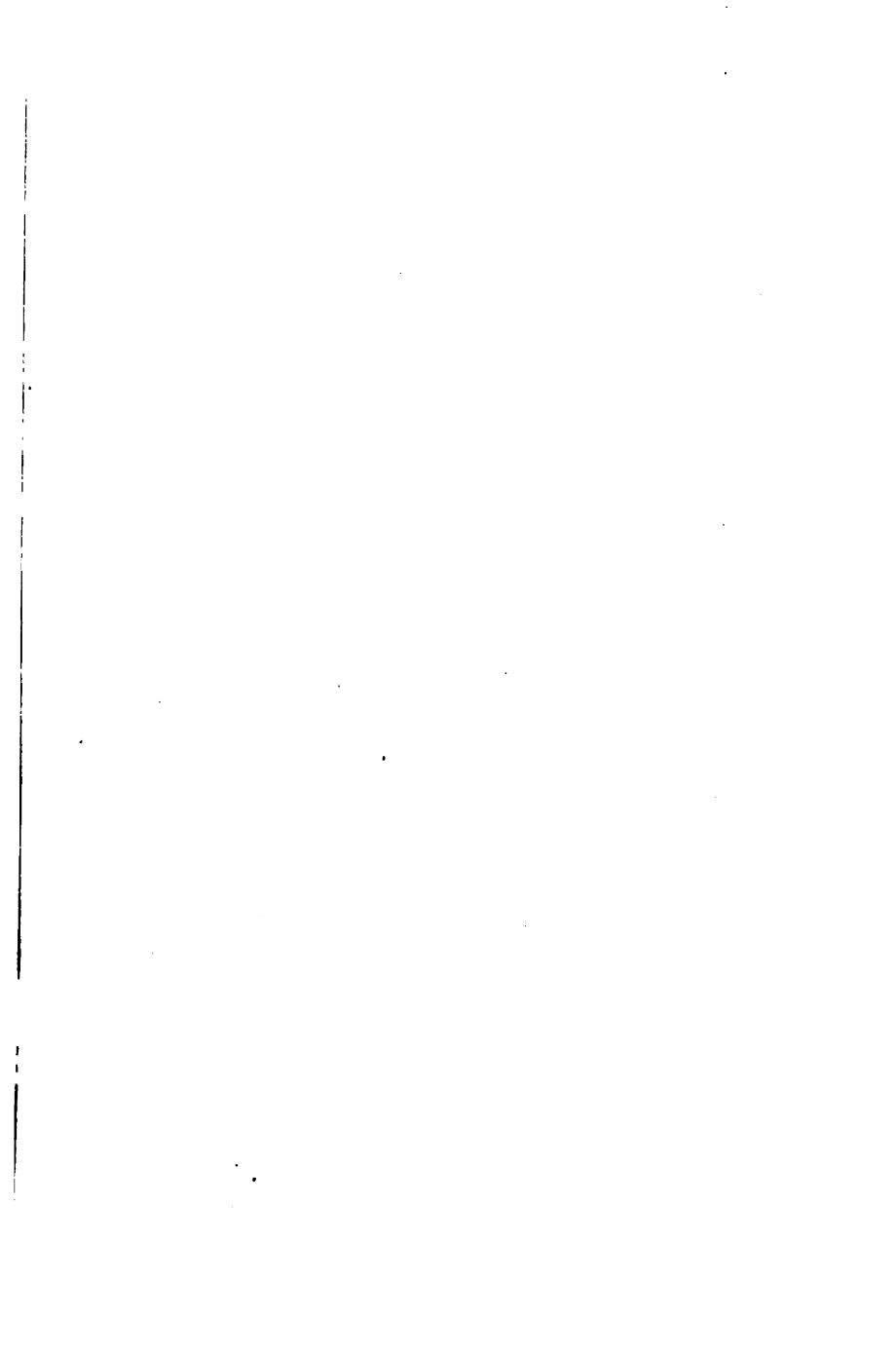
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PART I

**THE NEED OF VOCATIONAL
GUIDANCE**







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THE MAN OF TOMORROW

CHAPTER I

VOCATIONAL SUCCESS

One of the priceless things in the world is youth's ambition to achieve. Every boy dreams of being a successful man, of some day holding securely in his possession the things that his heart yearns for. The idea of failure he will not admit into his reverie. His impulse is positive and wholesome, for he thinks only in terms of attainment. Doubt never clouds his vision nor can petty discouragement dampen his ardor. Since he looks ever steadfastly towards the sun he never sees his shadow. This is the secret of the world's progress; this is the glory of youth. Faith and optimism are the boy's golden possession.

**Youth's
Dream**

For it is not the idle boy alone who dreams. It has been predicted that he who never builds a castle in the air will never build a mansion on the ground. In other words, a thing that has never been conceived in the mind cannot be put together with the hands. So let youth have its rosy dreams; out of them will spring success.

But just what is success? It is a word that will loom large through the pages of this book; it is to be the burden of its message. Let us pause a moment to define it. The dictionary informs us that it is the favorable or prosperous termination of anything attempted. When we talk about success, then, we must have in mind the thing attempted.

**Success a
Relative
Term**

If one sets himself the task of climbing to the summit of a lofty mountain peak, has he succeeded

if, after struggling over cliffs and through tangled underbrush, he is overcome when only half way up the mountain, and returns in the cool of the evening to the valley below? No; there would be failure written on his countenance. But his companion makes the foothills his destination. He sets out in the morning and returns before the noonday. His journey cost him little effort, but he succeeded. We are not commending him for making the foothills his aim, no more than we are condemning the other who struggled hard and failed. We are simply pointing out that success is a relative term. If one sets himself a task and accomplishes it, he has succeeded, whatever the task may be.

It becomes apparent, then, that any kind of venture that terminates favorably is successful. However, general success is so big in its scope that it might easily imply any one of a hundred things. The subject is too vast for a single treatment. The field needs, therefore, to be specifically limited.

**An
Important
Issue**

It is the author's purpose to talk to young men about vocational success. This is only one division of the field, to be sure, but it is fundamental. It has to do largely with the material side of one's existence. It concerns essentially the matter of making a living. But every man must make a living in order to build a successful life. If one has a good vocation he is in a position to gather about him many other desirable things, whereas failure in his occupation might involve, through discouragement and lack of opportunity, a total life failure. Our subject, then, merits every boy's most careful and thoughtful consideration.

**A False
Standard**

There is a false notion abroad in the world. With too many people money is the standard of success. If a man acquires material riches he is said to have succeeded in his vocation; if he amasses a fortune his achievement brings him the plaudits of the

world. Money is a golden pass-key that gets for many undeserving men both position and esteem. We need to have an awakening; we should rewrite our definition of vocational success in blazing letters, and post it in every corner of the world for men to read. The rich man may, or may not, be a vocational success. A story will make this clear.

There was once a man who had accumulated a great fortune. One day he called his three sons to his side. They were fine specimens of young manhood, each full to the brim of vigor and aspiration.

**A Story
With a
Point**

"Boys," said the kind father, "you have lived under my fostering care for many years. Longer dependence on me would make you weaklings. I mean to send you forth on the morrow, out into the great world of opportunity. Each of you must win his own success; to confer my estate upon you now would be the most unwise thing that I could do. At the end of ten years, I desire you to come back to the old home, and to the one who has been the most successful I shall give all my wealth. Go now, and God's blessing attend you."

The young men agreed willingly, for each was confident that he would be the winner. They went in various directions, each keeping his own counsel as to where he intended to go and what he intended to do.

Through long years they struggled diligently, keeping ever in mind that they were competitors for a great prize. And finally, at the specified time, they were back at the father's hearth.

The old gentleman greeted his sons affectionately. He had grown bent and gray, but there was a new gleam of wisdom in his eye. "My sons, you are welcome back to the old home. I can read in your faces that each of you has had a great struggle. I have not forgotten our compact. We shall see now which of you is the most successful man."

THE MAN OF TOMORROW

Then he turned to the eldest of them. "My son, will you tell me what you have achieved?"

The young man beamed with confidence. "I have grown rich, father. Since I left you I have become the owner of a great factory. Everything I have set my hand to has prospered. Wealth has seemed to roll into my lap. Here are my books; you can see for yourself what my great possessions consist of."

"Yes, you have acquired an honest fortune; that is, indeed, a worthy accomplishment. But have you been happy in your work? And have you been engaged in the line of work that you love best to do?"

The son was thoughtful for a moment. Then he answered, "No, I cannot say that I have been happy in my work. You know I always had my heart set on being a physician. I cannot forget my old aspiration. I am sure I should be happier in that vocation, but then I went out to win success, and I have achieved it."

"One question more," said the father. "Have you found time to be of service to your fellow men?"

"Service! It is absurd, I could not spend my time thinking about others, and win success too."

Then the second young man was asked to give an account of his attainment. "When I left you ten years ago," he began, "I bent all my energies in the direction of painting. You will recall that I had always longed to be an artist. I have now won a name for myself; my work is praised in every land, and my paintings have been sold for great sums of money. While I have not made a great fortune, yet I am moderately rich."

"And you, my son, have you done something for your fellow men?"

"No, I have not had time for that; I have been too absorbed in my work to give any special thought to the welfare of others."

And then the third son told his story. "Fortune has not smiled on me," he began. "You know, father, I had always dreamed of being a farmer, and so I have given these ten years of my life to the tilling of the soil. I went out into a great new country and helped to redeem a barren tract of land that has since furnished homes for hundreds of prosperous farmers. I possess no great wealth, but I have made a comfortable living. I have been happy in my work because it is the one thing I love best to do, and because I have had an opportunity to give a helping hand to my struggling fellows."

The aged father turned to him and announced with an emotion of mingled joy and sadness: "You, my son, are the most successful."

There is a vocational philosophy in this tale. Really to succeed in his vocation, a man must not only make good in a financial way, but he must find joy in his work and the opportunity for growth and service. Legitimate money-making is a good thing, an essential thing, but it is not all. A man may be regarded as a vocational success when he has an income that will provide a comfortable living for him and his dependents, when he has found his calling, and hence is happy in his work, when he has opportunity for growth, and when he is in a position to render maximum service to his fellows. It is every young man's right to find a calling that will measure up to such a standard of vocational opportunity.

A young man's ability to earn a livelihood will determine in large measure his vocational success. But his earning power should extend further than merely the supplying of his present needs; it should contribute liberally to an income for use in later

**The Four
Essentials**

**Adequate
Income**

life. And since he will some day have a family dependent upon him, he should become the owner of a comfortable home. No man is financially secure who cannot provide adequately for his present needs and who is not in a position to make wise provision for the uncertain future. Surely this is not demanding too much of one's occupation.

**Joy in
Work**

The second requirement is that a man shall experience joy in his work. If he finds his calling he will be happy all the day long, but if he becomes the proverbial square peg in a round hole, life can be only a burden. At least one-third of a man's hours is devoted to his labor, hence the importance of finding a congenial occupation. No financial success can compensate for lack of joy. The saloon keeper usually earns a good living, but it is inconceivable that he can be happy in his work. He is a failure and no bank account can redeem him. A congenial pursuit not only adds interest to one's daily life, but it spurs him on to bigger things. A man that can go whistling to his task, though it yield him but a dollar a day, is more to be envied than the high salaried man whose labor brings him no joy.

**Work and
Growth**

Moreover, an ideal occupation will permit of personal growth. Some kinds of work are enervating, the laborer's mental faculties being never brought into play. He becomes a mere automaton and his intellect shrivels up for lack of use. A good vocation expands one's powers and affords a constant disciplining of his mental faculties. No laborer should find it impossible to grow while he works. "What counts in life is not so much what you are as what you are becoming." Nor should the working hours be so long that there is little time or disposition for reading or other cultural pursuits after the day's work is done. A fair division of every twenty-four hours is eight

hours for work, eight hours for recreation and miscellaneous activities, and eight hours for sleep.

Finally, a good vocation affords opportunity for a man to serve his fellows. Any one who performs honorable work and who does it well and conscientiously renders a genuine service to society. Man's first duty is to do efficiently his part of the world's work. "The best social service which the average man can perform," says Thomas N. Carver, "is to do his regular work well." But if his remuneration is fair and his labor not too long and exacting, he will find still other means at his command for rendering service. The successful farmer, for example, may be a state legislator, or the business man may serve his townsmen in the capacity of mayor. There are hundreds of opportunities to serve if a man but have a little leisure time at his disposal. The ideal vocation makes full service a possibility.

Service

To summarize, the man of tomorrow will demand that his vocation shall yield him,

AN ADEQUATE INCOME,
JOY IN HIS WORK,
OPPORTUNITY FOR GROWTH,
A CHANCE TO SERVE.

CHAPTER II

ARE THE MEN OF TODAY SUCCEEDING?

I have taken some pains to define vocational success because the matter is of fundamental importance. One cannot make satisfactory headway in any enterprise unless he has an end to strive for. Every worthy undertaking should tend towards a definite ideal. Aimless effort is nearly always wasted effort. Every young man should have a fixed goal, not vague and remote, but tangible and real. It would be folly to set out on a journey without having in mind a destination. Activity that has no aim is futile. In the first chapter of this book an ideal has been named and defined: it is vocational success. Surely it is worth the striving of every forward-looking young American.

**Vocational
Success
A Worthy
Aim**

Young men at this point should take stock of themselves and make a forecast of the future in the light of facts that are easily ascertainable. The boys of today will be the men of the future. It cannot be predicted with certainty what their vocational destiny will be. Much depends on them. But this can be said: If they reach out and lay hold of the opportunities at their door, they will win, whereas if they merely drift into places in the world's work, it is highly probable that they will fail.

**Forecast-
ing the
Future**

They stand at this hour at the parting of the way. One road is strewn with the wrecks of disappointed lives; the other leads over thorny places, but it comes out finally on the heights of prosperity and happiness. Fortunate are they who will recognize this crisis, and take a hand in the shaping of their

THE MAN OF TOMORROW

own careers before it is too late, and they find themselves echoing that eternal wail—"it might have been."

Will the boys of today succeed in the great tomorrow? It is difficult to read the future, except in the light of the past. If the men of today are not achieving vocational success, it is probable that the next generation of the world's workers will fare little better. There is only one hope, and it lies in the prospect that they will avoid the pitfalls into which their fathers have stumbled.

Let us see whether or not the men of today are succeeding, and discover, if we can, the cause of their success or failure. In the survey that we are going to make, it is to be understood that we are dealing in averages. That some men are succeeding, goes without saying. But what of the great masses of humanity?

The inquiry will be conducted by asking and answering four questions, that will correspond with the four elements of vocational success.

Per Capita
Wealth
and
Income

First, then, do the workers of the world have an adequate income? Here is a simple problem in arithmetic: In 1912, the per capita wealth in the United States was \$1965¹. That is, every man, woman, and child would possess such an amount, if our great national wealth were distributed equally. But, unfortunately, it is very unequally divided. Figures presented in Congress several years ago revealed the startling fact that one-eighth of our population possesses seven-eighths of the nation's wealth. This would leave a per capita sum for the less fortunate seven-eighths of \$267¹.

The United States is indeed a rich nation, but certainly not a nation of rich people. The majority of men cannot be owners of homes. An adequate in-

¹Based on figures from the *World's Almanac*, edition 1916.

come, it has already been pointed out, would make such possession possible. It is an actual fact that in 1900 only 38.8 per cent of the heads of families owned the homes that sheltered them¹. Sixty-one and two-tenths per cent, then, are failing in at least this one respect.

When we turn from the question of property to that of income, there is the same gloomy outlook. The average American family is estimated to consist of five members. One authority declares that the average cost to maintain such a group in accordance with a decent standard of living is between \$700 and \$800 a year. Then he produces figures that show that the average income is considerably less than \$700. He concludes:

Wages

Corroborative evidence of these statements may easily be secured in any locality by personal observation which will convince even the most skeptical that the standard of American wages for semi-skilled and unskilled labor is considerably below \$2 a day.²

So the great masses live in poverty, many of them in squalid tenement districts, where misery reigns and where happiness comes but once or twice a year. The average working man sleeps on a poor bed, in a poorly furnished and poorly ventilated bedroom. He eats in the morning and at night before a scantily spread table, with unwholesome food before him. He spends long hours at his work, doing the same small tasks over and over again, hour after hour, day after day, until the process becomes almost as automatic to him as to the machine he operates. Such is the condition of the average wage earner in the crowded districts of large cities, where the bulk

¹Scott Nearing, *Social Adjustment*, page 164.

²Ibid, page 83.

of the nation's population resides. Fortunately, in the country and in the smaller cities, the situation is better, but even here the average income is not by any means sufficient.

From the foregoing facts three conclusions may be derived: first, the average American workman is not earning enough to maintain a decent standard of living; secondly, he does not live in his own home; and thirdly, he cannot provide for himself and his dependents in old age.¹ He fails then to meet the first requirement of a successful vocational career.

Is the
Average
Man
Happy
in His
Work?

Next, is the average man happy in his work? There scarcely needs be anything added to what has just been said, for it is not likely that men are happy who, struggle as they will, cannot maintain themselves and their loved ones in decency and comfort. Little sunshine can come into their lives when the great burden of an insufficient livelihood is bearing them down with its crushing weight.

Moreover, the source of income is often uncertain. Unemployment is a serious condition, a condition at once destructive of income and contentment. Says one writer:

It is apparent that among the average group of workers earning less than \$750 the possibilities are that in a normal year one man in every two will be unemployed, and that the unemployment will average sixty days, or one-fifth of the total working time. In a normal year the average wage earner under \$750, therefore, has one chance in two of losing one-fifth of the working time.²

¹At age sixty, 95 out of 100 men are on wages, on their friends, on the town, or on charity; at age sixty-five, 84% of men are dependent on children, relatives, or charity.—Based on figures furnished by Penn Mutual Life Insurance Company.

²Nearing, *Social Adjustment*, p. 268.

Often the unemployed turn, through discouragement, to lives of dissipation and thus pile up the total of the world's unhappiness and misery; or they lose their efficiency, are converted into tramps, and become a burden to society.

Again, the dangers attendant upon many occupations make for discontent. More than 500,000 men, women, and children are injured annually in industrial accidents. Arthur Reeve estimates that "we send to the hospital or the graveyard one worker every minute of the year." This surely is another fruitful source of misery.

We must take note here of one thing more. Thousands of men are not happy in their work because they are doing work for which they are ill adapted. These are laborers who have missed their callings. Nothing is more depressing than to have to do work for which one is not naturally fitted. Edward Purinton, the efficiency expert on the staff of *The Independent*, believes that 73 per cent of laboring people are in the wrong occupations. We can scarcely think that they are finding joy in their work. Life to them must be a burden and toil an obligation. And the situation is further aggravated by the fact that only one person out of a hundred is properly trained for his work¹. There can come of this only lack of enthusiasm, inefficiency, low earning capacity, and disappointment.

In his "Pushing to the Front" Orison Swett Marden depicts our present chaotic condition as follows:

Half the world seems to have found uncongenial occupation, as though the human race had been shaken up together and exchanged places in the operation. A servant girl is trying to teach, and a natural teacher is tending store. Good farmers are murdering the law, while Choates and

¹Lapp and Mote, *Learning to Earn*, p. 48.

Websters are running down farms, each tortured by the consciousness of unfulfilled destiny. Boys are pining in factories who should be wrestling with Greek and Latin, and hundreds are chafing beneath unnatural loads in college who should be on the farm or before the mast. Artists are spreading "daubs" on canvas who should be whitewashing board fences. Behind counters stand clerks who hate the yard-stick and neglect their work to dream of other occupations. A good shoemaker writes a few verses for the village paper, his friends call him a poet, and the last, with which he is familiar, is abandoned for the pen, which he uses awkwardly. Other shoemakers are cobbling in Congress, while statesmen are pounding shoe-lasts. Laymen are murdering sermons while Beechers and Whitefields are failing as merchants, and people are wondering what can be the cause of empty pews. A boy who is always making something with tools is railroaded through the university and started on the road to inferiority in one of the "three honorable professions." Real surgeons are handling the meat-saw and cleaver, while butchers are amputating human limbs.

It must be concluded that the average workman of today is not happy in his labor. So, again, from this point of view, he can hardly be called a vocational success.

That men can maintain their physical efficiency and grow mentally under these adverse conditions is inconceivable. Nearly every occupation of today is characterized by overwork. When the laborer's day is ended he is fatigued, and hence has little inclination for study or other forms of self-improvement. Though the working day is being shortened, it has not yet been universally reduced to the ideal eight hours. This is an era of speed and stress; many laborers do work that is nerve-racking and enervating. Workmen are too often ready for the human scrap heap when they should be in the prime of manhood.

When modern industrial conditions are examined from the point of view of opportunity to serve, it must be concluded that practically the only service this great army of toilers can ever hope to give to

Little
Chance
for
Growth

Lack of
Oppor-
tunity to
Serve

society is honest and conscientious labor. They are the bulwark of our nation, it is true. Every man that performs honestly his part of the world's work is a true servant. But he should have larger opportunity to contribute to the common welfare of society. He is entitled to have time at his disposal, after the day's work is ended, to devote to social and civic affairs. Good citizenship demands this. But until there are some radical changes, the opportunity will be lacking.

When, therefore, we take into account all of these things, it seems reasonably certain that the average working man of today is not measuring up to our standard of vocational success. Of course there are exceptions, thousands of them. They are to be found chiefly among professional and skilled workmen. But the stubborn fact remains, that the masses of the population are not living in contentment and comfort. If an average were struck it would reveal a grave situation of vocational failure among the men of today.

**Not Up
to the
Standard**

A great deal of this trouble is due to man's surroundings. There are certain external factors in every one's life that influence him and tend to shape his destiny. For much of his misfortune he is not to blame, being often the victim of forces he cannot control. Many boys dream of success and strive for it, only to grow to manhood to find their hopes blasted. The men of today have not succeeded, largely because they have not had intelligent direction. They have been left to drift into their life's work. They have not had pointed out to them in their youth the dangers and the pitfalls. Under these conditions a vast amount of failure was inevitable; success could be only accidental.

**The
Danger of
Drifting**

But a new era has dawned. The boys of today have all the advantage of past experience. If they

refuse to profit by it, history will go on repeating itself, and there will be failure to record of the next generation.

Will the men of the future follow in the wake of the men of today? It is hoped they will have a happier lot. Much depends on whether they drift into an occupation or whether they find one by intelligent choice. It happens far too often that young men enter vocations by sheer accident, and in most cases failure is the result.

There are places on the shores of the average lake where the eddies whirl tumultuously and the waves beat high against the rocks. At other points there are little havens where the surface is still and inviting. Now, if a frail craft be set adrift, at the mercy of the winds, it is almost certain to be dashed upon the rocks, or engulfed in the swirl of an eddy. It might, by some chance or miracle, drift intact into a peaceful harbor; but such an event could be only a piece of rare good fortune. It is ten to one the boat would be lost. And so it is with the boy. Set him adrift in the world of vocations and the winds of chance and misfortune will drive him, in all human probability, on the rocks of vocational failure.

The man of today has not succeeded chiefly because he has drifted. The man of tomorrow will not fail because he is going to avoid the fatal practice of entering blindly into a life's pursuit.



A TYPICAL AMERICAN YOUTH
What Will He Do With His Opportunity?

CHAPTER III

WILL THE BOYS OF TODAY SUCCEED?

A sailing vessel was once about to make entrance into a narrow and dangerous strait. A trembling passenger approached the captain of the ship and inquired:

**Negative
Guidance
Insuffi-
cient**

"Are you sure you know where all the dangerous places are?"

"No," said the captain, "but I know where they are not."

To know where to go is usually better than to know where not to go. In other words, positive knowledge is better than negative. But it is better still if the traveler is in possession of both; the one will supplement the other and make his journey comparatively smooth and certain.

It is the author's ambition to help young men in a positive and practical way. He has been pointing out dangerous places, it is true; he means now to suggest a line of action that will lead to successful achievement.

How is a young man of this generation going to undertake the problem of finding, and succeeding in, a vocation? Is he going to let it be worked out for him, or will he choose to take a hand in the shaping of his own career? To assume a passive attitude, permitting things to take their course, is to invite failure. The factors that enter into combination to determine the direction of a young man's vocational life are uncertain in the extreme. Parents are generally not qualified to give the boy expert guidance in the matter of choosing a life's calling; the

**A Diffi-
culty**

schools are not yet fully equipped to serve him; and the world in general is more or less indifferent about him. Then, what is to be done?

**The Only
Way to
Solve It**

There is one way out of the difficulty—the boy himself. Every young man must be master of his own fate. It is dangerous for him to commit his destiny wholly to the safekeeping of any person or set of persons, however solicitous they may be of his welfare. If he takes the problem in hand, in good time, and determines that in the light of the best help he can obtain, he will solve it, all will be well. It can be done, but only by serious thought, careful planning, and persistent work. But each boy must take the initiative in his own case. "No one can cheat you out of ultimate success," says Emerson, "but yourself." Surely no young man will need converting to the importance of this matter. Dr. Frank Parsons, a distinguished pioneer in vocational work, assures us that "no step in life, unless it may be the choice of a husband or wife, is more important than the choice of a vocation."

Finding one's calling in life is too vital a matter to be entrusted to luck. It is possible, of course, for a young man to discover his place in the world's work by mere chance, but it is not more likely to happen than the drifting of the rudderless boat into a sheltered harbor. If a man drifts, the odds are against him. He must apply himself to the oars, vigorously and hopefully, steering his course straight for the goal of high achievement. It was the wise Franklin who said: "If you want a thing done well, do it yourself."

**The Time
to Prepare**

Youth is the time in which to prepare for a successful career. It is the putting-off habit that spoils so many chances to win. Nearly every great victory that was ever won was planned in detail before the firing of the first shot.

Without long years of patient plodding ultimate success will come to no man. Christ was thirty years preparing for a short but wonderful ministry of only three years. Not long ago several men were witnessing an operation on a patient's skull. The specialist was working with his delicate instruments within a hair's breadth of the surface of the brain. The demonstration of skill and dexterity evoked from one fascinated onlooker an expression of wonder.

"Isn't it simply marvelous what a physician can do! I can't understand how these things are possible."

"It is not difficult for me to understand," remarked another who was witnessing the operation. "This surgeon, to my knowledge, has given 15 of the best years of his life in preparation for just this kind of work."

The battle of the boy's life is before him; with little or no planning of the campaign, he can hardly hope to win. The raw materials of success lie all about him; it is his great task to shape them into the finished product.

Every young man has three priceless possessions: the ambition to succeed; the capacity for success; and the opportunity to be successful. These are inestimable gifts, and no one can take them from him. In the matter of this fundamental equipment all boys have something like an equal start; the outcome depends almost entirely on how fully and efficiently it is made use of.

**Three
Rare
Gifts**

The first and best asset is the young man's inborn ambition to succeed. Without ambition he would not attempt to pass even the first round of the ladder of achievement. Aspiration is a God-given instinct, the divine spark in the soul of man that

**Ambition
to Succeed**

quickens his life into noble endeavor. Ambition does not insure success, but it makes it possible. While hundreds fail who possess this attribute, the fact remains that no one ever yet succeeded who was destitute of it.

All boys are on nearly equal footing in the matter of ambition. It is rarely that we find one who lacks it. Ambition leads the way. It is the forerunner of success and the prophecy of attainment. Discovery, invention, position, power—everything that makes for progress—follow in its wake. Determination to do something, to be somebody, is the all-important thing.

**Some
Examples**

Ambition was the spur to Lincoln's achievement. Though he impressed some of his acquaintances as an unpromising youth, yet he had fixed for himself a goal far in the distance. Here is a significant story of the boy who grew to be one of the most commanding figures in the world's history:

He now obtained a much worn copy of Weem's *Life of Washington*, and the little cabin grew to be a paradise, as he read how one great man had accomplished so much. The barefoot boy in buckskin breeches so shrunken that they reached only half way between the knee and the ankle, actually asked himself whether there was not some great place in the world for him to fill. No wonder, when a few days after, making a noise with some of his fun-loving companions, a good woman said to him, "Now, Abe, what on earth do you s'pose 'll ever become of ye?" He replied slowly, "Well, I reckon I'm goin' to be President of the United States one of these days."

No one took Abe seriously, of course; but time told its own story. His dream was realized gloriously, as we know. He worked his way to the top by indefatigable struggle and toil. Ambition—an ambition to do a great thing in the world—was the incentive to his heroic effort. Obstacles could not daunt him. Possessed of a noble aspiration, he could hurl defiance in the face of his environment.

And what was struggling in the breast of young Horace Greeley when, at the age of 11, he walked nine miles to apply for a position with a printer? It was ambition! "Ah!" sighed the lad's father, "that boy will never get along in the world. He'll never know more than enough to come in when it rains." But the village minister, who had seen the boy spending his hard-earned pennies for a copy of "Shakespeare," had a truer vision of what the future would bring. "Mark my words," said he, "that boy was not made for nothing." Horace Greeley lived to be the greatest editor of the greatest newspaper in America.

Not only does the boy have ambition for success; he has capacity for it as well. A mere desire to achieve, unaccompanied by native ability, would be futile. Happily, these two success factors go hand in hand. It is true that not all boys are endowed with equal capacity, or with capacity for the same things, but each can rise to high attainment in his own sphere. Not every young man can be a Lincoln or a Greeley, however great his aspiration and persistent his struggle, but he can succeed in the field of work that nature designed him for. Vocational success is within the reach of all. God would not have planted a yearning in the heart of man for a desirable place in the world, without at the same time endowing him with the means of attaining it.

**Capacity
for
Success**

Capacity for success means little more than capacity for work; and no one will deny that every youth is blessed with this power. We are too prone to think of our successful men as having been born great, when the truth is, they have achieved greatness by sheer persistency and work. Genius itself has been defined as an infinite capacity for work. Thomas A. Edison, America's wonderful inventor, is an inveterate worker. When he was 47 years old he estimated that he had done as many hours work

**Testimony
of Two
Great Men**

as a man who might labor eight hours a day and live to the age of 82. "Inspiration?" he once retorted in response to an inquiry, "Umph! Inspiration is 98 per cent perspiration."

Orison Swett Marden recounts the following interview with the late poet Riley:

"Mr. Riley," I asked, "would you mind saying something about the obstacles over which you have climbed to success?"

"I am afraid it would not be a very pleasant story," he replied. "A friend came to me once, completely heart-broken, saying that his manuscripts were constantly returned, and that he was the most miserable wretch alive. I asked him how long he had been trying. 'Three years,' he said. 'My dear man,' I answered, laughing, 'go on, keep on trying till you have spent as many years at it as I did!' 'As many years as you did!' he exclaimed. 'Yes, as long as I did.' 'What, you struggled for years?' 'Yes, sir; through years, through sleepless nights, through almost hopeless days. For twenty years I tried to get in one magazine; back came my manuscripts eternally. I kept on. In the twentieth year that magazine accepted one of my articles.'

"I was not a believer in the theory that one man does a thing much easier than any other man. Continuous, unflagging effort, persistence, and determination will win."

Every young man has certain aptitudes. If he is fortunate enough to discover them, and to work hard along the line of his natural bent, he cannot fail. If his capacity is for agriculture, it is probable that no amount of training can make of him a successful musician. It is not by any means true that every one has capacity for everything; but the fact remains that every boy will be able to do something and to do it exceedingly well.

But he must work. "Work" is an old admonition. Yet we shall go on repeating it to the end of time. No success that is worth possessing will come in any other way. Sir Thomas Buxton says, "The longer I live the more certain I am that the great difference between men, between the great and the

insignificant, is energy, invincible determination, an honest purpose once fixed, and then death or victory."

One thing more the boy will need to complete his equipment—an opportunity. Some are complaining that in this era of trusts and the concentration of wealth in a few hands there is no chance for a boy to rise high in the world, at least in the world of industry. This may be a good excuse for men who have already failed, but it will not do for the younger generation who have not yet had a chance to test their metal.

**Opportunity
for
Success**

Every day witnesses the rise of some energetic young man to a place of power, wealth, or fame. For the person who sits idly by and waits for opportunity to pluck him by the sleeve, there can be only disappointment. Opportunity is not likely to come in search of one, nor will it flee the approach of him who goes in pursuit of it. The men of great achievement have created opportunity; where there has not been an opening they have forced one. It is only the weakling who cries, "There is no chance for me."

The great captains of industry assure us that there is just as much opportunity today as there was a generation ago. And they are not far from the truth. John Wanamaker insists that if he were a boy today he could begin all over again and rise to the same position of wealth and influence. Says he, "It requires brain and muscle to manage any kind of business, and the same elements which have produced business success in the past will produce it now, and will always produce it."

There has been nothing magical about the rise to eminence of our great men. Fortune has favored them little more than it will favor others who exhibit the same energy and perseverance. The key-note to any successful career is not so much

fortune or unusual opportunity, as it is the ability to stick everlastingly to one thing. Such opportunity is open to any person, and it is not likely to be used up in all the years to come. Opportunity, after all, seems to be nine-tenths in the man.

**How
Some Men
Rise in the
World**

Henry Ford began his manufacturing career as a mere boy. He made his first automobile out of an old mowing machine in his father's backyard. He was 40 years old before he made his first real car, having spent 20 of the best years of his life experimenting, failing, trying it all over again, and finally succeeding. "He gave decades to starting right." He now manufactures more cars in five minutes than he succeeded in making in the first 20 years of his business career. Mr. Ford served as a machinist, working slowly through all the intermediate steps to the place of chief engineer. It was in his spare hours that he labored to carry out his great plan.

Daniel Willard had his first connection with railroads as a driver of spikes for the Central Vermont. He is now President of the Baltimore & Ohio system. He served industriously in many positions, winning his final place by merited promotion.

Alfred Smith, President of the New York Central, began his career as a section hand in overalls. He was satisfied with his dollar and a half a day because he could sight better things ahead. He could recognize an opportunity.

John Jacob Astor made his start as a peddler on the streets of New York City, "where his descendants now own real estate worth hundreds of millions."

We read in the *System* magazine:

Forty-six years ago Henry J. Heinz, with the help of two women, began to preserve in glass jars, on the lower floor of a brick house in Sharpsburg, Pa., the produce of a one-

acre garden. Today the Henry J. Heinz Co. employs 5,000 hands to preserve and distribute the farm and garden produce of 40,000 acres, and occupies a plant that covers 160 city lots, and that turns out the famous 57 varieties.

America is the land of opportunity. The boy who cannot discover resources for getting ahead is poor indeed. In the production of the raw materials of industry, this country is the richest in the world. Those who know, say we have scarcely scratched the surface of our natural wealth. The men of the future, who have training and intelligence, will go out and discover rich treasures. If opportunity does not present itself, they will have the genius to create it. They will not be of that idle class who wait for things "to turn up." If the doors to success do not open when they knock, then they will batter them in. This is the true American spirit. Of each generation of men a number are rising to eminence by laying hold of opportunity. Who are to be of that number?

**America
the Land
of Oppor-
tunity**

I have pointed out that every boy has as a part of his heritage three rare treasures — ambition, capacity, and opportunity. Without ambition he would not take the first step towards success; without capacity for succeeding his ambition would be in vain; without opportunity ambition and capacity combined could not make him succeed. All are essential. There can be no true achievement if any one of them is wanting.

**Why
Many Fail**

But even these factors do not insure success. Thousands of young men who are richly endowed, who lack no one of these three vital elements, are failing in their vocations. This failure is due in part to the young man's own negligence and indifference, but in greater measure it is due to a woeful lack of guidance on the part of those whose duty it is to direct the footsteps of his young life.

**An Awak-
ening**

This task has fallen hitherto to parents, schools, and the industrial world at large. They have failed through indifference and lack of expert knowledge to perform this great duty efficiently. But a new awakening is at hand; young men are to be allowed no longer to drift into their life pursuits. The schools are adapting themselves to this pressing vocational need. Parents, too, are being aroused to serious thought; and even industry is learning that it can no longer ignore its responsibility in the matter of helping young men succeed.

**The
Fourth
Corner-
stone**

It is to contribute to this important work that the author has undertaken the writing of this book. We have emphasized three important success factors. It seems only fitting that there should be a fourth corner stone. We are going to call it vocational guidance. "Briefly stated," says Meyer Bloomfield, "vocational guidance is organized common sense used to help each individual to make the most of his abilities and opportunities." It will take the form here of helping the young man, or the older man, for that matter, to fashion a successful vocational career out of the raw materials that are at his command.

In building a house there must be something besides the materials that go into its construction; there must be a definite plan. If this is lacking, the completed edifice is not likely to be a thing of beauty or of usefulness. It is the want of such an organized plan that results in so many misshapen and unfortunate lives.

**Building
a Career**

The building of a career is at once the most fascinating and important thing in all the world, whether we view it from the standpoint of the individual or from that of society. A man passes through this life but once; whatever record is made is made forever. Youth is the time of telling con-

sequence. It is here the boy fixes the destiny of the man. David Starr Jordan says:

The young man's first duty is towards his after-self. So live that your after-self, the man you ought to be, may be possible and actual. Far away in the twenties, the thirties of our century, he is awaiting his time. His body, his brain, his soul are in your boyish hands today. He cannot help himself. . . . Will you let him come, taking your place, gaining through your experiences, your joys, building on them as his own? Or will you wantonly fling it all away, careless that the man you might have been shall never be?

Whether or not, then, the boy of today will succeed in the great tomorrow, will depend upon how well he follows the common sense principles of vocational guidance—how clearly he recognizes the call of an honorable ambition, how faithfully he enlarges his capacity for work, how far-sightedly he makes use of the opportunities at hand and creates for himself others of greater significance.



PART II
THE IMPORTANCE OF
SPECIALIZING



EARNING A LIVELIHOOD

CHAPTER IV

EARNING A LIVELIHOOD

In the early days of pioneering, it was the practice in a certain community to lock up the men who were inclined to be lazy, and to subject them to a period of enforced idleness. The punishment was strangely effective. It is said that the misery of the men amounted almost to torture, and that never was it necessary to apply the remedy a second time to the same man.

The story conveys a valuable lesson. Enforced idleness is a curse—a punishment beyond the endurance of the normal man. Productive labor is the natural business of man. And work enthusiastically done is at once the source of joy and profit. Says Ruskin, "If you want knowledge, you must toil for it; if food, you must toil for it; and if pleasure, you must toil for it; toil is the law." The best treasures of the world are the product of labor. Happy, then, is the man who does not regard labor as an obligation, but welcomes it as a blessing. Labor brings all that is worth while in life. Through it come happiness and development. The most miserable man in the world is he who cannot work; the happiest, he who has his daily labor to perform.

Work every man must. There is no choice between a life of leisure and a life of toil. All men are born to a heritage of ceaseless labor. It seems to be in the very plan and constitution of the world. The Creator worked to make this earth for man's abode, and He decreed that its inhabitants should

**All Men
Must
Work**

THE MAN OF TOMORROW

fashion its raw materials, by the labor of their own hands, into the products that sustain life. He took great care that the wealth of this sphere was not ready to hand. Its vast riches and treasures He locked securely in soil, mountain, and stream. But He gave man the key when He commanded him to work, to earn his living by the sweat of his brow.

Most men go about their toil uncomplainingly, regarding it more as a privilege than a burden. It is only the sluggard who sighs for the ease of a garden of Eden.

The divine decree that every one shall labor has been re-enforced by society's decree that man shall live by the work of his own hands. The lazy man is an outcast from the ranks of honest people. There is little tolerance for him; he has come to be a hiss and a byword. There are few names that one would not rather be called than a shirker. The lazy fellow of any community is looked upon with scorn and contempt. This wholesome sentiment helps to keep the world moving.

But most imperative of all, is every honest man's own decree that he will work. The normal young man is he who accepts the scheme of the world as a part of God's great providence, and who is willing to assume an honest share of the work to be done. To support himself with his own hands is a matter of genuine pride, and so he looks forward to the day when he can take his place among the workers of the world. He lays no plans to get an easy living, but rather to earn an honest living. The thought of being a parasite on his fellows is revolting to his nature. He is hopeful and confident, having no fear of what the future will bring. So work is a requirement of conscience, a mark of good citizenship, and a duty to one's Maker. Turn

which way one will, there is no honorable escape from it.

But whether he goes about it cheerfully or not, every man must earn his own livelihood. He may do it by being a general laborer or by being a specialist—**What Is a Livelihood?**—but he must do it. Now just what is meant by the term livelihood? The dictionary informs us that it is a means of subsistence, or a living. In other words, it is the acquiring of the necessities of life, or the supplying of the wants of men. This means that the definition of a livelihood is variable, since the wants of man are continually growing more numerous.

In the early stages of history man was concerned primarily about three things—food, shelter, and clothing. If he succeeded in supplying himself with these three necessities, he was fairly happy and contented. He could go out into the forest, hew the logs for his hut, and with little or no assistance build himself a rude dwelling place; he could cultivate a little plot of ground and thus wring a scanty living from the soil; and he could bring down the beasts of the forest, and with their skins protect his body from the cold. Since there were only these three things to be done, he could easily master the art of each, and be, perhaps, equally expert in all three activities.

This primitive man was the earner of a livelihood, but he worked almost independently of every other man. He was the first Jack-at-all-trades. The thought never occurred to him to become especially expert in a single line, and to exchange work or produce with his nearest neighbor who might have become a specialist in one of the other three branches. Each family was a small industrial unit by itself. There was little variety of occupation;

Primitive Life Simple

every man did practically what every other man was doing, and he did it in about the same way.

As time went on, however, man's wants multiplied. Life became ever a little more complex. But it was a long time, indeed, before any single industrial activity passed out of the hands of the family. As late as the year 1800 the domestic system that we have just described was still in vogue in America. By this time there were at least four important tasks to be performed: the spinning of yarn; household labor, including cleaning, cooking, and the making of clothes; the cultivating of the soil; and the educating of the children.

All of these tasks were assumed by the parents, working in co-operation with their boys and girls. Every boy that grew up learned to do a number of things by serving an apprenticeship under the wise direction of his father. Specializing was hardly thought of, since it was possible to master in a fairly efficient manner all of the crafts then known. Each young man followed in his father's footsteps, and became a respectable Jack-at-all-trades. This was the simple life of little more than a hundred years ago. But it could not last forever.

**"The Old
Order
Changeth"**

In the late eighteenth and early nineteenth centuries some inventions and discoveries were made that were to revolutionize completely the world's work. Among these were the cotton gin, the spinning jenny, the steam engine, the locomotive, the steam ship, electricity, the telephone, and the telegraph. These new discoveries meant for one thing the annihilation of distance; the far removed corners of the earth were put into quick and easy communication. They meant, moreover, the establishing of the great factory system; machine labor was henceforth to take the place of the old and cumber-

some methods of hand-production. The factory could produce things far more cheaply than they could be made by the methods employed in the home. The result was that the latter was forced to give up, one by one, the old tasks of manufacture. Why should any man, for example, continue making his own shoes when he could purchase a better quality, and at a fraction of the cost of those made by hand-production? Thus passed forever the old type of home. The changes were complete and revolutionary; men in every quarter of civilization were forced to yield to the new order.

With this great change came specialized industry. Each factory found it more profitable to confine its activity to the making of a single product. Such limiting of the field resulted in greater efficiency in method and process. So manufacturing has come to be highly diversified, a thousand articles being produced in as many different plants. One factory turns out shoes, and nothing else; another confines itself to the business of making hats—and so on down the line.

Men who formerly found employment about the old hearthstone had to look for new occupations, and they drifted, many of them, to these new factory centers. Fewer were needed on the farms now that machinery had come to take their places. Thousands engaged in manufacturing, and other thousands in the new and vast business of transportation. And merchandising took on a new lease of life, calling for the attention of another army of the world's workers. As wealth increased, there was a demand for doctors and lawyers that was unprecedented in the history of society. Each of these groups of men labored exclusively in its own line, never infringing on the domain of another group.

**The
Beginning
of Special-
ization**

Now this remarkable division of labor was soon followed by individual specialization. Not only does each factory confine itself to the manufacture of a single article, but each laborer is held to the performance of a very special duty, for it has been discovered that the more narrowly one limits his activity, the more expert and efficient he can become. This system makes for better products and a larger output, and hence it is followed rigorously in all phases of our modern life. Within a single factory the labor is divided minutely. For example, about 50 pairs of hands take a shoe through as many processes in the course of its manufacture. Lawyers have divided their field into special lines of practice; the practice of medicine is broken up and highly specialized; in the place of two branches of engineering, there are now eight or nine. And these cases are just typical of what has taken place in every department of vocational life.

**Growing
Com-
plexity**

The total result is a great complexity and diversity of pursuits. The young man of today has a vast field to choose from, so vast, indeed, as to be almost bewildering and confusing. The United States census gives statistical information about 9,326 gainful occupations. And the number is growing apace. Of course, it must be remembered that comparatively few of them are available to a young man of any given community. The variety of opportunity, however, offers a remarkable contrast to the condition that maintained a little more than a century ago.

Each of this multitude of vocations exists to supply some human want. Each is a comparatively narrow and specialized field in which the workman, in the main, does one thing, and one thing only. The world's labor has been divided and subdivided until the average man now performs

only a small phase of any single process or activity. In a word, this is pre-eminently the age of specialization. Every young man must look forward to operating in a very narrow sphere, to the concentrating of his life's energy on a limited task, if he is to hope for any degree of vocational success.

The day of the Jack-at-all-trades is past. He cannot thrive in this strenuous and competitive era. Robert D. Ogden, manager of John Wanamaker's great New York store, believes that most of the failures are attributable to lack of thoroughness and expert ability. When an applicant for a position comes into his office the interview usually takes a turn as follows:

**Handicap
of the
Man Who
Can Do
Anything**

"What can you do?"

"Oh, I can do anything, Mr. Ogden. I am an all-round man, and have filled many responsible positions."

"Can you take charge of our silk department and buy to advantage in the open market as well as sell in our store?"

"Well, no, I do not understand the details of buying silks."

"Can you go down in our shipping department and take charge of the general freighting of goods, or direct our city deliveries?"

"I have been a shipping clerk, but I am afraid I couldn't quite take all the responsibility of the shipping department."

"Perhaps you can assume the management of our interior decorations department and suggest to patrons harmonious color schemes for floor, walls and draperies?"

"I'm afraid I couldn't do that, sir. I can sell carpets and wall paper, but I don't understand interior decorating."

And it all ends, we are told, in placing the applicant on the waiting list as an ordinary salesman, if he is worth employing at all.

It has been the general purpose of this chapter to follow the growth of industry and progress from the simple life of our forefathers of a few generations ago, to the highly complex era in which we

live. The special object, however, has been to trace in a general way the evolution of the modern specialist. It will be our next concern to point out to young men the chief advantages of being specialists, rather than general laborers, or Jack-at-all trades.



THE SPECIALIST AND THE COMMON LABORER

CHAPTER V

SPECIALIZATION—THE KEY TO VOCATIONAL SUCCESS

There was a man in a certain village who had two jobs; he divided his time between blacksmithing and veterinary practice. He was not expert in either line, but his work gave fair satisfaction, and he got along tolerably well. After a time, however, the population of the town increased until there was more business in the two fields than he could handle. The increased demand for service attracted two new men to the village—one an expert blacksmith, and the other a highly specialized veterinarian, each prepared to give better service in his specialty than could the first man who pursued a double calling. What happened? Superior service won out. The man who had formerly monopolized all the business now found himself practically without a job.

**A Man
With Two
Jobs**

There appeared in the newspapers recently an account of a strike. Five hundred general laborers—men who were wielders of the pick and shovel—refused to go on with their work unless the management of the construction company by which they were employed would raise their wages from \$2.25 a day to \$2.50 a day. But the company stubbornly refused to yield to their demand, and left its men their only alternative, viz., to quit, and seek employment elsewhere. Within four days their places had been filled by a force of new employees who were willing to work at the old wage. Not many days after this occurrence the newspapers heralded another strike in the same company; but this time it was the engineering force that de-

**A
Contrast**

manded better pay. And they got what they asked for. Their employers knew that the labor of these experts, who were intimate with the details of the colossal piece of construction work in hand, could be replaced only with the greatest difficulty and expense.

It can be easily inferred from these typical incidents that the labor of all working men is not in equal demand. Some are forever seeking jobs, while others are being sought out of the crowds of toilers to fill positions that are both responsible and remunerative. Some have to take what they can get; others demand and get what is reasonable and fair. Some are—it is an ugly word—beggars; and others are choosers. In a broad sense, there are only these two types of workmen: the general laborers and the specialists. Every youth must look forward to getting into one class or the other.

**Two Un-
desirable
Types of
Labor**

There are two very common types of labor in the vocational world that every boy would do well to avoid; they are general unskilled labor and specialized unskilled labor. By the first, is meant any kind of work that is open to the man who has not learned to do any one thing especially well, the man who has acquired neither a profession nor a trade. In this field the person with little training or ability enters into equal competition with the one who has capacity for better things, but who has missed his calling by failing to become an expert in some one line. General labor, then, may be defined as that type that requires neither training nor a high order of intelligence for one to excel in. But this does not deny in the least that there are tens of thousands of highly intellectual men who are following this kind of work.

The unskilled specialist is the unfortunate who sits for eight or ten long hours, and operates a lever back and forth until he himself is little more than a

machine. His task requires little head work, demanding only a certain deftness of the hand. He cannot command a very high wage, for there are a dozen men standing just without the factory door, any one of whom could fill his place on short notice. He is a specialist, it is true, but not one to be envied.

The kind of specialization that we are going to urge is of another sort. This type calls for training, skill, and intelligence. It demands head work at every turn. It is invigorating, permitting of growth and a sense of joy that comes of work well done. The physician, the brick mason, the trained agriculturist, or the engineer on a locomotive—are all good examples of the right type of specialist. Each knows how to do some one thing, and how to do it well. His labor is in high demand. He is not the one who begs for a job, but rather the one who is asked to fill a position. It is this kind of specialist that every young American should make up his mind to become. Let us see what some of his advantages are.

**The Right
Kind of
Specialist**

In the first place, the specialist is better paid for his services than is the general workman. Supply and demand of labor largely determines wages. Usually the market is overstocked with general labor, making competition within this class keen and wages low. But in most lines there is not an over-supply of skilled and professional men, and hence remuneration is more nearly adequate.

**Better
Pay**

"Why do you get bigger pay than I do?" asked the hod-carrier of the bricklayer. "I work harder than you; see how I sweat. For ten long hours I tramp up and down this gang plank, my back breaking under the heavy load. Besides, you quit work at five and go home; I have to stay on the job till the whistle blows. You make six dollars; I make three. Why is it?"

"Simple enough," answered his co-worker. "I know it's a fact; you do work harder and get only half as much pay. But did you hear what the foreman said this morning? Well, he said he was turning dozens of men away, who were looking for jobs to tend mason, and who were anxious to work for even less money than he is paying you. Now do you know what would happen if you struck for higher pay or shorter hours? You'd simply go over the road, that's all. Why? Because he could easily get one of those fellows to take your place. But I'm not afraid of losing my job; there are no masons around here applying for work; we're short of bricklayers right now. It may not be all fair, but that's the how of it, you see."

The hod-carrier could see, and he pondered over it while he made many a round trip.

Some
High-
Salaried
Specialists

When Charles H. Schwab was 20 years of age he was doing general labor at the Carnegie Works at \$1.00 a day; his services are now worth to his company a salary that is twice as big as that earned by the President of the United States. He would doubtless be working at two or three dollars a day at this very time if he had not, by hard work and application, prepared himself for promotion. He discovered the thing he could do best, became a specialist, and rose rapidly to the top.

Why is Tim Thrift, advertising manager of the American Multigraph Company, drawing a salary amounting to \$20,000 a year? He specialized. Fortunately he discovered the thing in which he could excel, and then developed his capacity to a degree that makes him perhaps the best business letter writer in America. He began his career selling newspapers, but he was not satisfied with a job that had no future. Any one can sell newspapers, for such work requires no special talent. Hence the field is crowded, and the earnings of the average

"newsie" are a mere pittance. But not every one can write a good business letter. Tim Thrift has little fear of competition, for he is in a specialized field. He has for long years focussed his mental powers on a single activity; and this is the whole secret of his achievement.

Hugh Chalmers, at the age of 30, commanded a salary of \$72,000 a year. He, too, learned early in life that the short cut to high earning power is concentration of effort in a small sphere. As soon as he discovered that he had aptitude for salesmanship, he shut everything else out of his vocational life, and developed this single capacity to the full. He acquired by unflagging effort a complete mastery of the art of selling. He discovered that to scatter the energies is fatal to success.

G. Herb Palin, President of the Palin Publicity Service, is also reaping a rich harvest from his specialized activity. He is said to be the highest paid copy writer, per line, in the world. His expert ability as a writer of advertisements creates a demand for his services that he can scarcely find time to meet. In a recent interview he told the author that his earnings sometimes run as high as \$40,000 a year.

These are extreme cases, it is true, but they serve to drive home the point at issue. Specializing is the great key to financial success. Who are the men who live in comfortable homes and know the joy of independence? They are the men who have become proficient in a single kind of labor. The one who divides his attention cannot successfully compete with the modern specialist.

There are hundreds of vocations open to a young man; the important thing for him is to find the right one and then to stick to it. Unfortunate, indeed, is the boy who grows to manhood without either learning a profession or acquiring a trade.

He will lack the equipment for complete vocational success.

It must not be understood that the high-salaried position is being held up as the one most to be sought after. Not at all. There are other considerations that should take precedence over mere financial gain. These will be duly recognized elsewhere in this book. Some men do not reckon their wealth in terms of dollars. Two very different points of view were strikingly portrayed in the first meeting of John Muir and E. H. Harriman.

Said Mr. Muir, "I am a richer man, Mr. Harriman, than you are."

"Yes?"

"For I have all the money I want, and you haven't."

Yet it must not be forgotten that money is an essential factor in every man's career. We might express it in this way: provided all other things are equal, that position is most desirable which brings to the young man, through honest effort, the greatest material reward. Vocational success means, for one thing, a comfortable living. This fact should sink deeply into the mind of every youth.

**Greater
Efficiency**

But not only is the specialist better paid for his work, he is also more efficient in it. In this day we are hearing much about efficiency. The term implies getting the best results from the least expenditure of energy, either physical or mental. There is a double benefit in this kind of labor; "best results" is an asset to the employer, and "least expenditure of energy," to the employe. Naturally, then, the efficient workman is in great demand in every vocational pursuit. He knows intimately every detail of his work, and he is familiar with the best method of performing it. He is the man who hits every nail squarely on the head, seldom missing a blow.

It is the specialist who is thus efficient in his work.

He is effective, because all of his attention is focussed on a limited area. He has one absorbing interest. The person who does but one thing is likely to do it well; he who attempts a number of things can do each only indifferently well. Specialism is in the very constitution of men; one cannot bring two objects sharply within the range of vision at the same time; he cannot think two thoughts at once; he cannot play a musical instrument and at the same time carry on a conversation. Attention to one thing at a time is the rule of nature.

William Hawley Smith tells this pointed story:

When I was a boy I went out hunting prairie chickens. There were thousands of them in the fields in those days. I was with an old hunter, and the first covey of birds that we flushed, I up with my gun, shut my eyes, and blazed away at the flock. And I never touched a feather! After I had done that a few times, the old man said to me: "That's no way to shoot chickens, my boy. When the flock rises, I don't care if there's a million of 'em, just pick out one bird out of the lot and bring your gun up till you can see that bird right over the top of your gun barrel, and then shoot, and that bird is your meat!"

It is the specialist who aims at a single mark; his hand is steady, and his eye is accurate,—and he brings down the game. Never does he waste ammunition on wild, misdirected shots. In a word, he conserves his energy by making every blow count. When his day is done he is relatively fresh and vigorous because, with a minimum of effort, he has been able to accomplish his task. Take for example the average farmer who has not been trained for his calling; he works to a large extent at cross purposes. There is little system in his daily routine. He sows his crops and reaps his harvests by rule of thumb; he brings to bear on his work no scientific knowledge of soils, rotation of crops, or animal husbandry.

¹William Hawley Smith, *All the Children of All the People*, page 236.

He is content to remain in the rut of the old hit-or-miss procedure, having little means of determining from year to year whether he is getting ahead or falling behind. In short, he is wasteful and inefficient. It is the specialist who is making two blades of grass grow where one grew before.



Photograph by Underwood & Underwood, New York
THE SPECIALIST AT WORK

CHAPTER VI

SPECIALIZATION (CONTINUED)

We have now explained that the specialist has a higher earning power than the general laborer and that he is far more efficient. There are still other advantages that he enjoys, not the least of which is the fact that he is happy in his work.

**Happy in
His Work**

The pursuit of happiness is one of man's most sacred rights. Some even claim that the chief purpose of his creation is that he may have joy. Granting this to be a sane doctrine, may we ask: where is man to find joy? The great multitude of humanity toil incessantly; their waking hours are nearly all devoted to hard labor. Scarcely can they find a breathing spell between arising in the morning and retiring at night. It is only when they have an hour's respite now and then that they are able to snatch a little fleeting pleasure. Where are men to find joy? Chiefly in their work. There is scarcely any other solution under heaven.

It was never intended that man should go about his labor with a sad countenance. There is something wrong when one feels impelled to refer to his daily round of work as a "task"; either he is overburdened or else he has a mistaken attitude. Work is a normal activity; instead of being destructive of one's peace of mind, it should be his best guarantee of contentment. One-half of his waking hours he devotes to it, and what a tragedy is life if it seems but drudgery. The most miserable crowd in all the world are the loafers and the idle-rich. Work!—thank God for work; it keeps us sane and wholesome.

**Little Joy
for the
Over-
burdened**

But there is another side to this matter. What we are saying applies only to work of the right kind and amount. A person might be unhappy in his labor either because he has too much to do, or because he is doing the wrong thing. The overburdened and those who have missed their callings cannot help but be unhappy. And, unfortunately, there are tens of thousands of them. It is small wonder that the word "task" has become so common in our modern vocabulary. Toil is conducive to happiness, but only when the worker has found the thing that he can do well, and when he is not required to put forth his effort beyond reason.

Now, who is the man that is happy in his work, that finds joy in every hour of the day? Again,—the specialist. Who loves his job and goes singing to his labor? The specialist. Says Shakespeare, "To business that we love we rise betimes, and go to't with delight." One loves to do what he can do well; skill lends zest to labor. The trained worker who has a special thing in the world to do is seldom found watching the sun as it approaches the point above the horizon that marks the quitting hour. Time flies, for his heart is in his work.

The great crowd of men who are performing general and unskilled labor are not adequately paid for their services. It is only with the most careful economizing, and the sacrificing of some of the necessities of life that they are able to make ends meet at all. Earning a livelihood is to them an ever-present source of annoyance and worry. Then there is always the nightmare of unemployment to drive away contentment. The laborer who does not feel sure of his position cannot be fully happy in his work. These are great sources of worry, and it is "worry that kills."

The specialist, on the other hand, is not so likely to be affected by these things that depress, and rob

the general workman of his peace of mind. His earning capacity is greater and his place in the world's work far more secure. Labor competition in his case is not so keen as to crowd him to the very border-line of poverty. He does not live from hand to mouth as his more unfortunate brother; he is able to make provision for the morrow. Worry and foreboding of ill do not sap his vitality and lower his efficiency. His routine of work is not drudgery. He can devote himself with undivided energy to the thing in hand. In a word, life is a continual round of satisfaction.

In one of the western states there were two young men, who as boys were boon companions. They worked through the grammar school together, side by side, displaying as nearly as their teachers could tell, about equal industry and ability. At their graduation no one could foretell a brighter future for one than for the other. Life seemed full of promise for both.

**A Parting
of the
Way**

They went hopefully into the great industrial world to find their respective places; but here was the parting of the way. One young man had the wisdom to look ahead; his concern was to find a job with a future. After carefully weighing his prospects he finally accepted a position with a railway company, working as "call boy" at the shops. It was not long before there came an opportunity for him to become a fireman on a freight train, and, after several years of faithful service here, he was promoted to the place of locomotive engineer.

But what became of his boyhood chum? He accepted the job that paid him the most at the start, with little thought of what his future would be. He did not follow any special line of work, but shifted from one thing to another. When he had arrived at manhood, with a family to care for, he was still a candidate for any sort of unskilled labor that he

could get. He had grown up to join the ranks of general labor. Finally he became a railway section-hand; his job was fairly permanent in its nature, but it afforded little opportunity for future advancement, and only small pay.

And the strange irony of it all is this: twice every day the engineer's run takes him over the very stretch of trackage that is kept in repair by his former schoolmate. Daily do they wave each other kindly greetings—the specialist and the general laborer.

Now which of them is getting the greater joy out of his work? We need hardly answer. Both are doing genuine service to the world; both are pursuing callings that are entirely honorable. All of this is admitted. But should not both, in like manner, be getting an equal measure of joy out of their vocational pursuits? If it is the specialist that is happier in his work and that takes pleasure in its daily performance, then is it not every man's right, provided he has the capacity, to look forward to a pursuit in which he will be a specialist?

**The
Specialist's
Opportunity for
Growth**

The specialist gets not only more genuine satisfaction out of his labor, but he gets more growth and development. In the first place, his working day being shorter, there is time at his disposal for reading and other forms of self-cultivation. There will be a place in his day for recreation, a thing that is indispensable in the life of every person who has a daily routine of labor. The eternal grind of uninterrupted toil is enervating and destructive of that lively interest that makes for superior work and promotes personal growth.

Then there is the fine stimulation that comes of doing the thing that one loves to do. Man's greatest opportunity for growth is in the very performance of his labor. If he is in a specialized field his energies will be concentrated; and there is no better

discipline of the mental faculties than the focussing of the attention long and carefully on one special thing. Says Orison Swett Marden, "A man grows most when his whole being is concentrated upon a noble aim."

The objection may be raised that specializing begets narrowness; but this need not be the case if one broadens his interests into other fields and activities as opportunity affords. The author will suggest an answer to this common objection to specializing in his chapter on avocations.

We come now to our final argument for specialization. After all, the true measure of a man's worth is the service he renders to others. It has been emphasized already that he cannot be a complete vocational success if his calling does not permit him to render maximum service to his fellows. The life that is engrossed in its own interests is a dismal failure. All men, whether expert or unskilled, who do honest work are good members of society. Both render true service, of course. The question at issue here concerns only relative efficiency.

Which of the two has opportunity for greater service? If they toil with equal energy and devotion one is not better than the other. But there is another consideration. A man's service should not end when the whistle blows, and he lays down his tools for the day. He should have a chance to serve outside of his actual vocational activity. In a democratic state like ours there is a vast amount of voluntary work to be done. Short terms in office is the established order, making it possible for every public-spirited citizen to serve in some capacity or other, provided his vocational duties are not so exacting as to preclude the opportunity. The man who must devote all his hours and his energy to the making of a livelihood will have to forego

**More
Efficient
Service**

the full exercise of his American rights; it will be impossible for him to be a justice of the peace, or school trustee, or representative to the state legislature. His lot forbids. He may be competent to serve, but he will lack opportunity. General unskilled labor, then, is at a distinct disadvantage on this score.

The specialist, on the other hand, is more fortunately situated. His working day is shorter and his financial standing more secure. If the call comes to him to serve his community or his state in a political way, he can usually divide his attention, with little sacrifice, between such duty and his regular occupation. The merchant can serve his town as mayor, or the prosperous farmer, his district as a member of the school board. They have a margin of income over and above a mere living that makes it possible for them to serve society by performing some special duty. A complete democracy implies equality of opportunity. Here, then, is a new argument for specialization, one that should command the attention of every young man who aspires to a career of usefulness.

The boy need only look about him to discover who are the public servants. He will find that they are, in the main, specialists of some type or other. Or if he turns to the history of this nation he will come across an abundance of further examples. Not a single President of the United States has been called from the ranks of general labor. Only ten of the signers of the Declaration of Independence were men who had not had training in colleges or universities. It is estimated that the specially trained man has more than thirty chances to one to serve his country in the National Congress, as compared with the man who is not so trained. The specialist, then, is more in demand because of his superior ability. Service is clearly related to the matter of choosing a life's calling. If one

aspires to the furthering of the progress of social ends, he should look forward to the career of a specialist.

There are many reasons why one should prefer specialization to general, unskilled labor. I have suggested only a few of the more important of them. It brings the largest returns in money; it makes for superior efficiency; it insures joy in one's work; it affords opportunity for growth; and finally, it puts the workman in a position to render maximum service to his fellow man. If the reader will recall, these factors are the very elements that make up our definition of vocational success. Then the upshot of the discussion is, that the specialist is far more likely to win vocational success than the man who performs general labor.

**Special-
izing and
Vocational
Success**

Young men will do well to give careful consideration to this matter of becoming specialists. We live in an age of high specialization. The work of the world has been divided and subdivided into the the most specific and minute activities. It is not intended that any workman shall master more than one; but it is imperative that he become a thorough expert in some field. John Stuart Mill's injunction was: "Know something of everything and everything of something." This is the key to modern progress. If one expects to fit harmoniously into the present-day system he will have to narrow his sphere of activity and become a balanced specialist.

If young men are not thoughtfully conscious of this problem, there is grave probability that they will fail. The fact cannot be too indelibly impressed upon them. Youth is the time of telling decision. Failure to look ahead results often in people's stumbling into pitfalls. Fortunate is the boy who has an unmarried future before him—who has made no vocational missteps. But his responsibility to choose aright is great; he must come to a decision delib-

**An
Important
Decision**

erately, cautiously, and in the light of the best guidance at his command. A false step might involve a loss from which he will not be able to recover in all the years to come.

And one of the things that he must determine now is whether or not he purposes to become a specialist. An early decision must be reached in this matter, for the training of a specialist is a part of the educational process. If a young man is going to be expert in a certain field, it is necessary that he determine in good time what field it is to be. It is too late to think about specializing after one has arrived at the point where he must enter his life's work. The preparation must commence long before; the work which one is best fitted by nature to perform must be discovered; and his school training must be of a type that will equip him for his future.

The man of tomorrow will make specialization one of his fixed ideals and then work towards it with a determination that is invincible.

PART III
THE NEED OF A BROAD
FOUNDATION





A HOME OF HIGHER EDUCATION

CHAPTER VII

EDUCATION—THE FOUNDATION OF VOCATIONAL SUCCESS

A belated passenger once mistook an incoming boat for one that was putting out to sea, and leaped from the pier in a frantic endeavor to get aboard. As a result of his mistake he collided with the rail of the vessel with such terrific violence that he received a shaking up from which he did not recover for many weeks. This unfortunate fellow is not unlike the man without an education, who is likely to mistake the direction in which the world is moving, and thus miss his opportunity to embark on a successful career.

**Getting
Aboard**

Of all men our modern expert must know which way the world is going, and be in the very forefront of its progress. He is to be a consummate master in a single line, to know his special activity as intimately and thoroughly as he knows himself. Nothing short of absolute command of his chosen field will satisfy his ideal of efficiency.

**The
Balanced
Expert**

But to become this sort of specialist is no small task in itself. The expert, if he is properly trained, has an admirable balance of life, notwithstanding he has singled out one special thing to which he will devote himself. We must get away from the idea, once and for all, that specialization necessarily implies narrowness. The right kind of specialist in any line is a man with sympathies and interests that reach far beyond the limits of his special sphere. He is a man of culture and wide learning. He has a limited vocational interest, but he is at

the same time in touch with his struggling fellows. A training that will enable one to measure up to this standard requires the labor and devotion of the best years of youth.

The right sort of specialist, then, is the man with a substantial foundation, the man who has had a liberal training in the schools. A broad general education should precede and accompany the training of a specialist. This is the effective safeguard against narrowness of life and hence ultimate failure. It will be the purpose of this chapter to present some important reasons why remaining in school beyond the period of compulsory attendance is essential to true vocational success.

Knowl-
edge for
Enlarge-
ment of
Intellect

One of the chief ends to be gained by remaining in school is the acquiring of a general fund of knowledge. No man wishes to be illiterate; having an acquaintance with many branches of learning is a matter of honest pride. We often hear boys objecting to this subject or that, on the ground that it will never be of practical use. This is the wrong attitude. Even if school work could have no visible dollars-and-cents value, it would still be desirable for its cultural worth.

The courses in the grammar schools and the high schools are planned to give the young man an all-round training, to make of him a cultured and intelligent citizen. Education, regardless of any consideration of financial gain, is a highly commendable pursuit in itself. It widens the intellectual horizon and expands the human sympathies. Without its enlightenment no man will be in a position to appreciate fully the ambitions and the struggles of his fellows.

Moreover, education will increase one's capacity for joy. It will put the inexhaustible storehouse of the world's literature at his disposal, thus giv-

ing him companionship with the master minds of all ages. There is no pleasure comparable to that which comes of the gratifying of the hunger of the intellect. "Learning makes a man fit company for himself." The man of tomorrow will get all the education he can before he begins his vocational career. A wide intellectual horizon, broad human sympathies, and a large capacity for joy, are themselves essential factors in the building of financial success. It is a recognized truth of the ages that knowledge is power.

A second benefit that comes of general education is a splendid mental discipline. After all, it is not the accumulation of facts and information that counts for most, notwithstanding this is a highly worthy thing in itself. Better still is the resulting power to get the correct view of things. Wide learning gives one a fine sense of proportion and a true estimate of values. The ability that comes of education to get at the kernel of a matter is worth more than all the concrete knowledge of the world. The power of analysis is a priceless possession. School training results in a fine sharpening of the wits. It is the ability "to see straight and to report accurately" that Mr. Carlyle appraised so highly.

**The
Power of
Analysis**

This matter has its practical side, too. The man with a broad foundation will be a keener and more efficient specialist. Why is a general education demanded of such professional men as lawyers and physicians? Chiefly because it makes them more competent in their special fields. And it is just as reasonable to believe that it will make the tiller of the soil a better agriculturist, or the carpenter a better craftsman. From any point of view whatsoever, education is the best investment that a boy can make. Every year devoted to honest endeavor in the schools is sure to bring rich returns.

**A Better
Specialist**

**A Safe-
guard
Against
Too Early
Special-
ization**

Moreover, the remaining in school during the full school period will enable the boy to avoid many of the dangers that beset the path of industrial life. Thus one of the greatest follies of youth is specializing too early in life. More than half of the boys of the United States quit school before they have completed the work of the grammar grades, to enter the vocational world.¹ Few of them, at this early age, have any knowledge at all as to what they are adapted for, and hence they take the first jobs at hand, settling into their life's work by sheer accident. It is little wonder that there are so many vocational failures. If young men would continue in school to a proper period they would probably avoid making a premature and mistaken choice of occupation. Authorities agree that a boy's training to at least 14 years of age should be general rather than specialized.² "Science declares," says Dr. Frank Parsons, "that specialization in early years in place of all-round culture is disastrous both to the individual and to society."

¹"During the present year (1913) at least two million more childish wage-earners, upon reaching the age of 14, will enter the ranks of industry. More than seven out of 10 of this multitude did not finish the work of the elementary school. More than three out of four of them did not reach the eighth year of the schools, and more than one out of two, the seventh year."—*Manual Training*, February, 1913.

²"There are two considerations which argue for the 16-year age requirement. The period up to that age is the time for general education. Children need to test themselves out. No child could intelligently prepare for a vocation before that age and any attempt to choose for him is wrong. Secondly, there are few callings for which vocational schools should be organized to prepare that can profitably use trained workers at a younger age than 17 or 18. Most of the skilled trades fix the entrance age upon apprenticeship at 16, and that is the earliest accepted age at which preparation for such trades in schools should begin."—Lapp and Mote, *Learning to Earn*, page 205.

There is still another danger the young man is likely to avoid if he remains under the influence of the school. Many boys let their admiration for a certain vocation, rather than their fitness, determine the final choice. "I'm going to be a 'drummer' when I'm a man," says the lad of eight or ten years. And the childish fancy gets to be a fixed ideal. It never occurs to him that a successful salesman must have certain natural qualifications that are not in his make-up. So he follows his will-o'-the-wisp, discovers later that he cannot do successfully what he had set his heart on, and comes back to undo the damage of a mistaken choice. A good school training would give to a youth balance and discretion that would prevent this sort of folly.

**Admira-
tion
Versus
Adapta-
bility**

If boys who quit school at 14 or earlier could find profitable employment in the industrial world, there would be some excuse for their discontinuing, but the fact is that the only jobs open to them afford little pay and less opportunity. Young men are not admitted to apprenticeship in the skilled trades before they are 16 years of age, and the chance to become professional men is, of course, out of the question. There is but one choice; they are recruited into the ranks of general unskilled labor, to eke out their lives in hard and unprofitable toil.

**The Blind-
Alley
Menace**

It has been estimated that not more than 15 per cent of the boys who leave school at an early age get any sort of guidance from either parent or teacher in choosing their life's work. And what of the 85 per cent? They drift hopelessly about on the bewildering sea of industry, settling at last in places where there is neither present reward for effort nor promise of better things to come. What has appeared to be an attractive opening in the world's work turns out to be merely a "blind

alley." Boys of extreme youth cannot find admittance elsewhere. They are lured by a paltry five or six dollars a week into positions that offer no opportunity for rising. A job in which there can be no advancement is one of the worst pitfalls conceivable. Boys enter light-heartedly enough into these occupations; and there is not even a danger sign to warn them off. Only after it is too late to retrace their steps do they discover their mistake.

Young men who, on leaving school, become general laborers, errand messengers, elevator boys, wrappers, drivers, or packers may be assured that they have joined the ranks of those who pursue "blind-alley" callings. These and many others are occupations that have no future. When a boy makes a beginning in one of them, he has already reached the top; the word "promotion" may be struck from his vocabulary.

**A Typical
Case**

Arthur D. Dean tells the following story, which should serve as a warning to boys who are eager to quit school to find a job.¹

For more than a month, in his school work, John had been inattentive and preoccupied, but today he had a particularly defiant air; for tomorrow he was fourteen and it was to be his last day, and after the dismissal of school he was going to the superintendent of schools to get his working papers. With a feeling of satisfaction he thought at last he was a real man. He could attend the theatre and treat his friends with the contents of his first pay envelope. Today marked the last of those problems in stocks and bonds and that never-ending list of dates to be memorized.

Now it must not be supposed that John was a particularly bad boy. He was neither lazy nor stupid. Very likely he looked forward to the one period in the week when he had his manual training lesson. He was perfectly willing to stay after school and run the patented pencil sharpener, to clean the blackboards or beat the chalk eraser. More-

¹Arthur D. Dean, *The Worker and the State*, pp. 110-12.

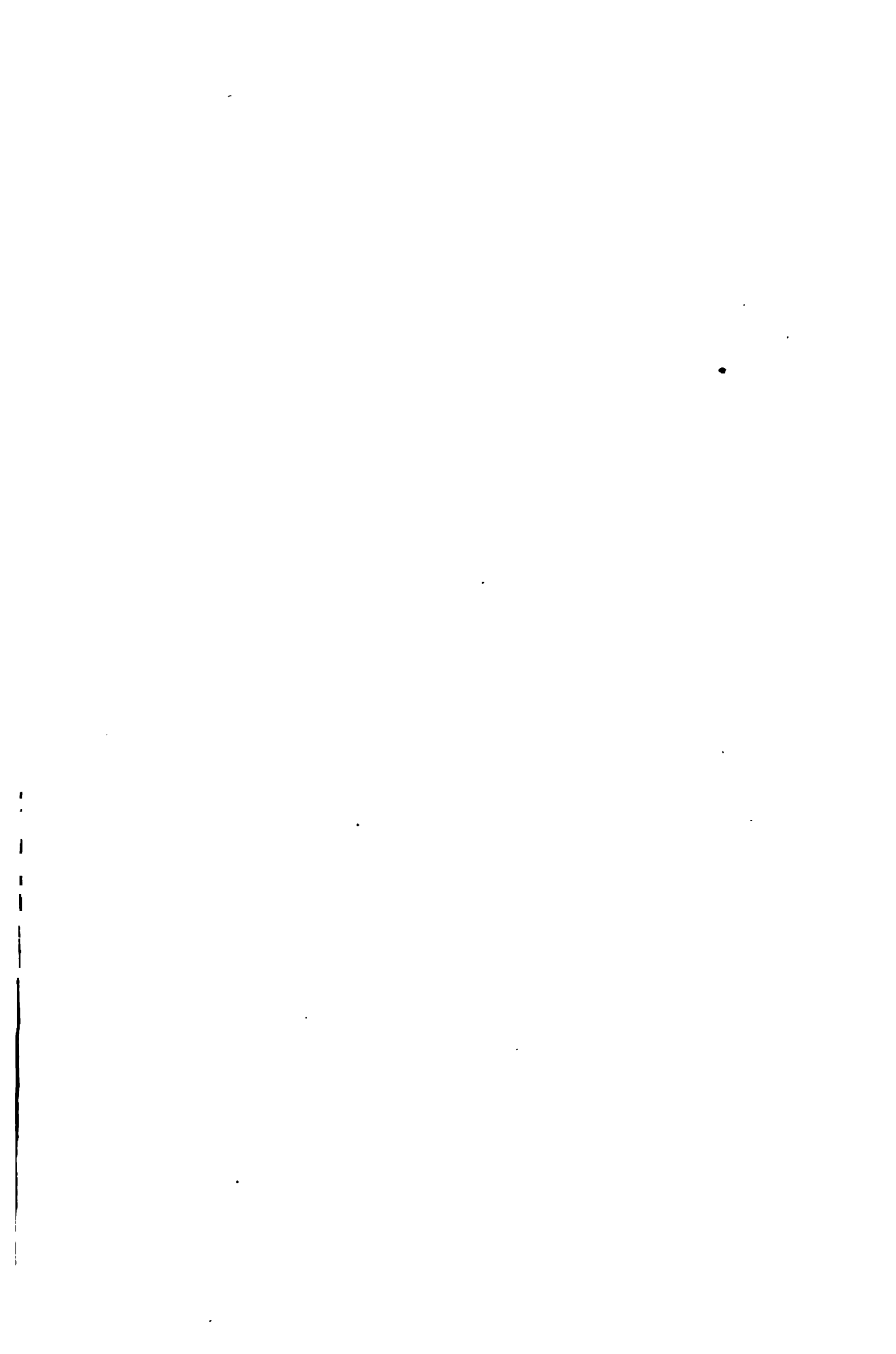
over he was interested in the question of canals, railroads and steamship lines which came up in the geography lesson and always sought the reference books that contained the descriptions of the lives and inventions of Watt, Stephenson, Edison and Marconi. Nevertheless, as a whole, he disliked school and unfortunately and unfairly even, the woman teacher seemed to him representative of the tyranny of its system. With no regret on his part and with much personal joy in the envy of his schoolmates, he left at the close of the session.

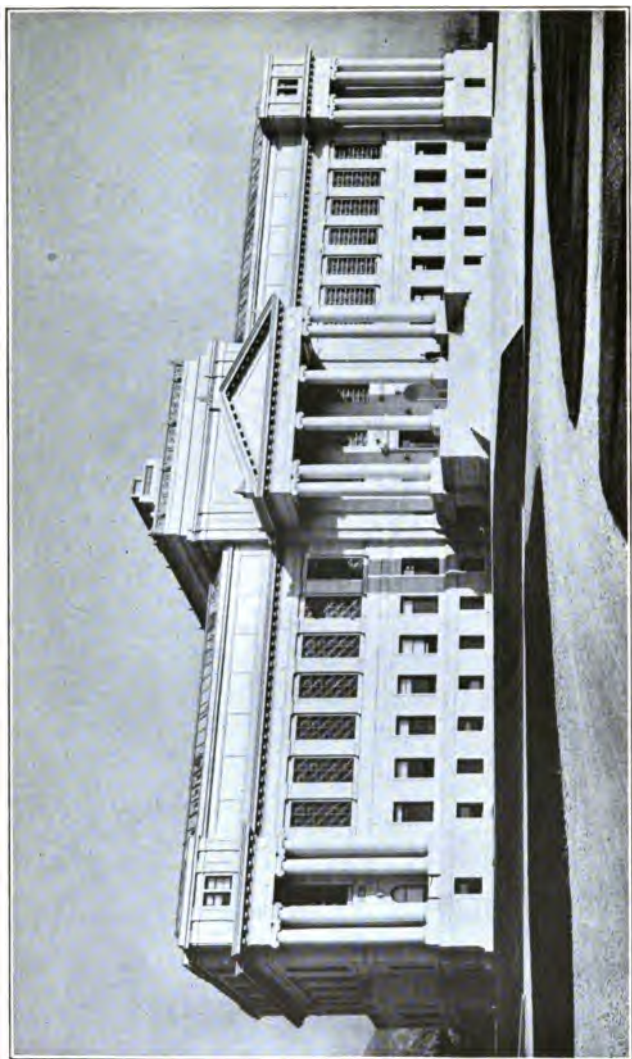
With the possession of the working certificates, he realized his freedom from academic restraint. He was now a breadwinner, for did he not have a job as a messenger boy? To be sure, the pay was small and the cost of the new uniform had absorbed a month's wages, but he was very happy. His duties called him to hotels, to saloons, to stores and to homes of the rich. He was seeing life. Then an opportunity came to be a bell boy in a hotel. The pay was better and so were the tips. Next he was advanced to the position of elevator boy, with wages of six dollars a week. For a time this was good pay to him, but on requesting an advance he was told that there were plenty of boys just as competent as himself who could be hired for the money, and with an assertion of independence he left his employer.

He was now 18 years old and looking for a "job," or shall we say a "position?" He found it as a driver of a delivery wagon. His previous experience in knocking around the city had given him a superficial smartness which passes for intelligence. He enjoyed the variety of human interests, the out-of-door life, and the hurry and bustle of the city streets.

But one day he awoke as from a dream. He was now 21 years old. His pay was nine dollars a week with chances of advancement to twelve dollars as a limit. He realized for the first time that his hold on the economic ladder was rather slight and that he had not passed very many of its rounds. For the first time he thought that learning a trade was the proper procedure, although his mother had always begged him to have one. He applied for work in a machine shop. Being inexperienced and unskilled he was offered seventy-five cents a day, or as the alternative, the choice of operating several machines which were practically automatic in their action. So he decided to continue on the delivery wagon, and there we shall leave him.

The story is typical of thousands of such pathetic cases. Any boy who leaves school too early runs the risk of having a similar experience. The best possible way to avert such a vocational calamity is to devote the youthful days to the laying of a solid foundation in the schools. Young men who lack this preparation go into the world as beggars, not as intelligent choosers. They must take what they can get, and in most cases it is not worth the having. The man of tomorrow will not be among that unhappy number.





A MODERN UNIVERSITY BUILDING

CHAPTER VIII

EDUCATION (Continued)

However, it is not merely because one may gain knowledge, and acquire the power of analysis, and learn to avoid vocational pitfalls, that it is well for every boy to remain in school as long as possible. There are other advantages to be noted before we can leave this important subject.

The school is the best possible place for the discovery of one's aptitudes. This fact is true particularly of the high school. The elective system is coming to be adopted quite extensively. The student is given considerable latitude in the matter of selecting his own courses; his inclinations will lead him. If he has, for example, a natural capacity for the sciences, he will not be compelled to expend his energy on the dead languages. Thus he will perhaps lay a substantial foundation for the pursuit of mechanical engineering. This is self-guidance, and highly to be commended. On the other hand, the boy who leaves school on the completion of the grammar grades is not unlikely to miss his calling.

By continuing in school young men often discover in themselves powers and aptitudes that they never had dreamed they possessed. It is often in the upper grades of the high school that boys get startling revelations about themselves. One boy, for example, had lost interest in school and was on the point of quitting to take a job that would pay him five or six dollars a week. But he was prevailed upon to try one more year, and it was during this year that a course in physics came into his program. This work, supplemented by some experimentation with an amateur's apparatus, afforded him an insight into wireless telegraphy. It turned

**Discover-
ing One's
Self**

**Some
Actual
Cases**

out that he had talent for this very sort of thing. A new light dawned on him; it was now apparent what his calling in life was to be. He worked for a mastery of his chosen field and climbed rapidly to the top. Today he is employed at a high salary in the service of the Federal Government. Thus did he narrowly escape a common vocational tragedy.

There is a farmer in a certain region of the Rocky Mountain country who knows how to get a wonderful yield of wheat from his five hundred arid acres. He grew up in the city, and there was a time in his early youth when his friends were on the verge of giving him up as a hopeless case. He had every opportunity to acquire a trade or to prepare for a profession, but he refused to manifest the slightest interest in his own future. He had finished the eighth grade, and at that point he purposed to end his educational career. But fortunately he yielded to the persuasion of one of his former teachers to take the first year of the high school course. This was his salvation. For no reason other than to fill up his program of studies he registered for a term of elementary agriculture. But strangely he began to manifest a noticeable interest in this particular subject, and later the interest grew to be a veritable passion. The school had struck a note in his being to which he responded. The boy discovered that after all there was a special thing in the world for him to do. He got all the agricultural training the high school offered, then took advanced work in the state agricultural college. Following his technical training he went out into an arid portion of the country, secured a tract of land, settled to the task of subduing it, and made good.

Had this boy responded to his impulse to drift, thus failing to continue in school beyond the period required by law, he would probably never have found himself. The school did him an inestimable service, as it is doing thousands of others who re-

main under its influence. Happily, he discovered his vocational aptitude and then bent all of his energies in that one direction. This is the way to success.

And it has been made comparatively easy nowadays, from the point of view of expense, for a boy to remain in school as long as he will. Not only are elementary and high school instruction free, but also throughout the breadth of the land of America there are magnificent colleges and universities maintained at state expense. They are equipped to give the finest sort of training, and their doors are thrown open wide to young men who come to them prepared. Here numerous courses that qualify candidates for professional or industrial occupations are available. If a young man wishes to become a lawyer, his state is at his service to provide the necessary training. And the same is true of numerous other vocations. The field is being widened to provide courses for men who wish to prepare for various industrial pursuits.

For every dollar that a young man is willing to invest in a college education, the state will contribute at least an equal amount. This is a rare offer, if one will but stop a moment to reflect. Still, thousands of promising youths turn the proposition down. But the state demands its price: it will admit only those who have met its requirements by completing a four years' course in the high school. Now what does this mean? Simply this: the boy who leaves school at the completion of the grammar grades bars himself, by his own folly, from a world of opportunity. Virtually he says to himself: I had rather bear the entire expense of my vocational training than to have half of it borne for me. And at that, he chooses to pursue his course in the costly and uncertain school of experience. Boys who are letting educational opportunities pass in this day are surely blind to their own future good. The youth of 14 years who leaves school to accept a job

**At the
State's
Expense**

with a few paltry dollars a week attached to it, is selling his very birthright. Taking a short cut to get into one's vocational work can bring only disappointment and failure. There is no better success insurance than continuing in school beyond the years of boyhood.

It takes a long time to acquire the training that the state is willing to give the boy for the asking, but it is worth all the patience and the effort. He will undoubtedly be the winner in the end. Learning in the school of experience has its merits, of course, but the young man who gets professional training in a college or school of technology will get also the practical discipline after beginning his life's work. So there is everything to gain, nothing to lose.

Conserv-
ing the
Strength

Again, the young man's best protection is the school. If he remains under its influence and discipline it is hardly probable that he will take up a vocational burden that is beyond his strength. Often his youthful enthusiasm causes him to feel equal to any task; he over-estimates his capacity, and discovers only after he has developed round shoulders and a sunken chest that he has made a grave mistake. Youth should be free from the cares of earning a livelihood, for it is normally the period of physical and mental development.

One of the worst effects of entering the vocational world too early is arrested physical growth. Boys who leave school prematurely too often assume tasks that overtax their strength and stunt them for life. It is one of the sacred duties of every youth to conserve his vitality and develop into a robust manhood. It must be remembered that most lines of work are gauged to the capacity of grown men. Employers are glad enough, however, to get immature boys to fill the places of men, for they often work with greater enthusiasm and accomplish more in a given length of time. But after a while they break under the strain, and are more or less incapacitated for life.

No intelligent horseman would think of "breaking" his colt and putting it to work, at least hard work, before it had reached its full development. He is aware of the fact that this would likely shorten its life, or, at least, stunt its growth. And the same thing is true of a boy; he must enjoy the freedom of youth if he is to reach his maximum efficiency in later life.

If the young man elects to continue in school beyond the grades his physical well-being will be carefully looked to. Nearly every high school is equipped to give scientific training in physical culture. It is the one thing that is usually required of every boy. It aims to provide a normal and systematic development of his body, and if he has defects they are discovered in good time and the proper remedy applied. A strong and vigorous physique is the first thing about which every youth should be concerned, for it is the foundation upon which he will build his physical health and vocational career.

Now, to take the commercial view of education, let us see if it pays the young man in dollars and cents. The whole story is convincingly told in the following facts and figures:

**Does
Education
Pay?**

Every day spent in school pays the child nine dollars.
\$9.25 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$9.25

HERE IS THE PROOF

Uneducated laborers earn on the average \$500 per year for 40 years, a total of \$20,000.

High school graduates earn on the average \$1,000 per year for 40 years, a total of \$40,000.

This education required 12 years of schooling of 180 days each, a total of 2,160 days in school.

If 2,160 days in school add \$20,000 to the income for life, then each day at school adds \$9.25.

\$9.25 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$9.25

The child that stays out of school to earn less than \$9.25 a day is losing money, not making money.

\$9.25 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$9.25

THE MAN OF TOMORROW

WHAT FOUR YEARS IN HIGH SCHOOL PAID.
Wages of two groups of Brooklyn citizens:

	Those Who Left School at 14 Yearly Salary	Those Who Left School at 18 Yearly Salary
When 14 years of age.....	\$ 200.00	\$.....
When 16 years of age.....	250.00	
When 18 years of age.....	350.00	500.00
When 20 years of age.....	475.00	750.00
When 22 years of age.....	575.00	1,000.00
When 24 years of age.....	600.00	1,150.00
When 26 years of age.....	688.00	1,550.00
Total salary 11 years.....	\$5,112.50	
Total salary 7 years.....		\$7,337.50

Notice that at 26 years of age the better educated boys are receiving \$862 per year more salary, and have already in seven years, received \$2,225 more than the boys who left school at 14 have received for 11 years' work.

IT PAYS TO CONTINUE YOUR STUDIES.¹Education
and Citi-
zenship

Finally I want to impress upon young men the relation of education to good citizenship. We are all justly proud of the great government under whose protecting care we live and enjoy our daily rounds. Ours is the blessed land of liberty and opportunity; the stars and stripes have come to be known throughout the world as a true symbol of

¹From the United States Bureau of Education Exhibit—Panama Pacific Exposition, 1915.

This advertisement, which explains itself, was recently clipped from a magazine: "University Training Pays Big Dividends. Here is a comparative statement of experience in the United States: The unskilled laborer earns \$530.40 a year; this is 5 per cent interest on \$10,608. The apprentice earns \$821.60 a year; this is 5 per cent interest on \$16,432. The trade school graduate earns \$1,040 a year; this is 5 per cent interest on \$20,800. The college trained man earns \$2,236 a year; this is 5 per cent interest on \$44,720. Your best investment, therefore, is a thorough university training. Prepare now to enter the University of Utah, Salt Lake City. John A. Widtsoe, President; Elbert D. Thomas, Secretary-Registrar."

justice and equality. Surely it is an inestimable privilege to be a citizen in such a glorious republic. But we must not forget that great blessings impose upon their recipients equally great obligations. This is both natural and fair. If our United States is to remain the most splendid democracy on the earth, then we, as her citizens, must be the most intelligent and loyal of all peoples.

When Abraham Lincoln spoke of our government as being "of the people, by the people, for the people," he uttered perhaps the truest characterization of it that has ever been given. In this great country the people indeed rule. It follows, then, that our political system can be no better than its citizenship. If the affairs of government are to be efficiently conducted, the common voters, who select men to represent them in office, must be actively and intelligently interested in things political. Here is one of the chief advantages of a liberal education for all. No other thing can make a people fully capable of self-government.

Citizens of our nation are frequently called upon to choose between men and between issues. Those who cannot make an intelligent choice are unprepared to exercise the rights of citizenship in this great democratic country. They must have the training that our schools are equipped to give them. Speaking of the importance of education, the late William James said: "The best thing it can aspire to accomplish for you is this: that it should help you to know a good man when you see him." The affairs of the nation are intricate and they are ever changing to meet the demands of our modern life. So it is only the well-informed who can properly discharge the sacred duty of voting.

Moreover, it is every young man's right to look forward to filling important public offices. If he has an education he will be called upon; if not, he

will have to forego, in all probability, the privilege of serving his fellow citizens. It was not a mere accident that all the signers of the Declaration of Independence, except ten, were college trained men. This crowd of stalwarts could come forward to save their country in a time of crisis because their training had fitted them for the great service.

**A Rich
Inher-
itance**

In this day boys may receive a rich and many-sided training in the schools. Great is their opportunity for laying a broad and liberal foundation, for at their disposal is the storehouse of the world's history, art, science, and literature—the vast accumulation of the knowledge of the ages. It has taken centuries to set the stage for the student of today. Education in this era measures up almost to the standard that Daniel Webster defined. Said he: "‘Knowledge’ does not comprise all advantages contained in the large term of ‘education’. The feelings are to be disciplined; the passions are to be restrained; true and worthy motives are to be inspired; a profound religious feeling is to be instilled, and pure morality inculcated under all circumstances. All this is comprised in education”.

So turn which way we will, we discover sound reasons why a young man should continue in school beyond the period of compulsory attendance; but it is well nigh impossible to find a single argument that would warrant his dropping out before he has rounded out an education that will fit him for useful work and intelligent citizenship. He can commit no greater folly than to leave school during the years of his early youth. The man of tomorrow will be pre-eminently a man of broad and sound training. View the proposition from any angle we choose, there is only one conclusion: education pays bigger returns for the time invested than any other one thing to which youth can devote itself. Education lies at the very foundation of vocational success.

PART IV
CHOOSING A VOCATION

CHAPTER IX

VOCATIONAL GUIDE POSTS

I have emphasized the imperative need of specializing on the part of every young man who is ambitious to be successful in his vocation, and I have called attention to the equally pressing need of a broad and thorough training in the public schools. These two educational processes are closely inter-related. One does not begin where the other leaves off; to a great extent both are progressing through the same period of years. The grammar school and the high school exist primarily to give the boy a general training, a stable foundation on which to build his career.

**Two
Important
Steps**

But before this schooling is completed, the young man has perhaps discovered the line of work that he will follow as a vocation, and hence made a fair beginning in the direction of specializing. So it will be seen that the acquiring of a general education both precedes and accompanies the specific training that one will need for his chosen occupation. But in any case, both are highly necessary,—indeed, indispensable.

The boy who has the patience and industry to carry him through this period of careful preparation for his life's work can hardly fail of future attainment. This is the road that leads to success. It may seem almost interminably long, but it is well mapped out. One who tries to make a short cut, to go cross-country, does so at the peril of sinking into some vocational swamp from which he may never emerge.

"Yes," says the forward-looking youth, "I am convinced that specializing is essential to vocational success and that a broad education is a prerequisite to successful specializing. But how shall I know in what line to become an expert? How shall I proceed to discover my life's calling?"

**The Right
Man in
the Right
Place**

This is the very question that has been anticipated, and that will be answered in the several chapters to follow. It makes a vast difference, indeed, what one selects as a life occupation. We are not all equipped to do the same kind of work. There is almost as great variety of aptitudes among people as there is variety of occupations in the world's work. So every person should be able to fit himself harmoniously into the scheme of things. There are places for all; the great problem is to seek them out.

The late Hugo Munsterberg has protested against the "democratic" notion in America that anyone can do anything. He believes it would be nearer the truth to hold that each person can do well but one thing. We have presented here the two extremes. We must be cautious about adopting either. But the fact does remain that every normal man has an aptitude for some special line of work. To assume that he can do equally well any one of a number of diverse things is a fallacy.

But how to find the field in which he can achieve his highest success is an extremely difficult problem, so difficult, indeed, that thousands are failing to solve it. To say that 50 per cent of all men in the various occupations have missed their callings would be a conservative estimate. One authority puts it at 73 per cent.¹ Whatever the exact figure may be, we have only to look about us to be convinced that it is appallingly high. Is it not time,

¹See page 27.

young men, that we awake to the folly of drifting and to the need of intelligent guidance?

If a man fails to find his proper place in the world's vocational activity, he is handicapped for life; he has met with a defeat under which he will smart to the end of his years. It will be only by accident or rare good fortune that he will win either joy or prosperity. To get into the wrong occupation is to go contrary to one's very nature, and as Marden says, "No man is strong enough to fight against his Creator and win."

**The
Handicap
of the
Misfit**

Then there is every man's obligation to society that must not be lost sight of. Here, again, much depends on the vocation that is chosen as a life's pursuit. One cannot render his best service to his fellow men if nature has intended him to be a tiller of the soil and he insists on being a physician. As one writer puts it, "Suitability of occupation is the basis of individual and national success."

The biographies of great men amply confirm this truth. The great contributors to human progress have been almost invariably men who have found their callings. Take the great explorer—Christopher Columbus. Nature richly endowed him for the life of an intrepid sailor. Suppose he had not responded to his natural impulse but had drifted into some other occupation. The world's loss would have been incalculable, for the civilization of a hemisphere waited upon his successful performance. Or suppose Shakespeare had not turned his *great* intellect into the channels of literature. It is possible he would have failed in another line, and so never have made his splendid contribution to the race. But happily he put forth his power in the right direction, and how much richer is the world for his having lived! And take our own Edison, "the wizard," who is accomplishing feats in science that are marvelous. He, too, found his

**Men Who
Found
Their
Callings
and
Enriched
the World**

calling. How fortunate for humanity that these men, and thousands of others, have not gone astray in choosing their vocations.

We cannot all be geniuses like these men, it is true; but we can make our capacities count to the full by pursuing callings that are along the line of our natural bents. Progress will be retarded in proportion to our failure to find the work for which we are best adapted. How great must be the world's total loss from this source alone; for it is a fact that thousands of young men are failing annually to find their callings. Gray's memorable line—"Some mute inglorious Milton here may rest"—might be written with variations on the tombstones of millions. "Their lot forbade," wailed the poet; but we know that in this day of enlightenment and opportunity too many men are themselves responsible for their unfortunate lots. They go blindly into the world to seek a vocation, stumble into one by sheer chance, and then flounder hopelessly about to the end of their days.

**The True
Meaning
of Adapta-
bility**

We must not suppose, however, that a young man will be a total failure if he does not happen to find the one pursuit in which he can achieve his best. He might be moderately successful in some other vocation. In fact it is not improbable that the average person could do fairly well any one of a dozen lines of work.¹ The painter, for example, might excel as a musician, or the lawyer, as a teacher. But there is perhaps, if it can only be discovered, one thing in the world that each can do best. Certainly there are a hundred things that the average man would fail in utterly.

**The Basis
for Choos-
ing a
Vocation**

When we come to the actual problem of choosing a vocation, two fundamental things confront us;

¹"A large number (approximately 50 per cent) could be trained to do a large number of things equally well."—*Manual Training and Vocational Education*, January, 1915.

the adaptability of the boy and the nature of the occupation. In other words, it is a matter of discovering what the young man can do best, and then of finding a vocation that will afford him the opportunity for worthy achievement.

This broad plan is essentially the same as the scheme suggested by Dr. Frank Parsons, although he includes a third step, which, after all, is implied in the first two. He reduces the choosing of a vocation to the following considerations:

- (1) A clear understanding of yourself, your aptitudes, interests, abilities, resources, limitations and their causes;
- (2) a knowledge of the requirements and conditions of success, advantages and disadvantages, compensation, opportunities, and prospects in different lines of work;
- (3) true reasoning on the relation of these two groups of facts.¹

We discover in the foregoing analysis then that a young man, in selecting a life's work, must keep ever in mind two significant things: first, himself; and second, the prospective occupation. Now each of these, in turn, may be subdivided into two important parts. The boy will consider what he has by way of natural qualifications to fit him for a given pursuit, and then he will observe his case from the point of view of what capacities and qualities the prospective calling demands of the laborer; these steps taken, he will subject the proposed occupation to a very similar analysis, asking himself what he demands of the vocation, and investigating what the vocation holds in the way of opportunity for him.

The matter may all be simplified and reduced to these four definite steps:

1. What the vocation demands of the boy,
2. What the boy has to offer the vocation,
3. What the boy demands of the vocation,
4. What the vocation has to offer the boy.

**The Four
Vocational
Guide
Posts**

¹Parsons, *Choosing a Vocation*, page 5.

**The
Theory
Applied**

If it were possible to get full and accurate information on these four points, choosing a vocation would be reduced to an absolute science. A balancing of numbers 1 and 2 would determine the fitness of the boy, and the balancing of 3 and 4, the fitness of the vocation. Now let us suppose that a young man has settled seriously to the task of finding a place in the world's work that he can fill to the best advantage, and that he has in mind agriculture as a prospective calling. He might reduce the information at his command to the following tabular analysis:

The candidate—Richard Roe.
The prospective calling—Agriculture.

1—What the Vocation Demands of the Boy	2—What the Boy Has to Offer the Vocation	3—What the Boy Demands of the Vocation	4—What the Vocation Has to Offer the Boy
Physical strength....	Yes	Fair remuneration..	Yes
Love of outdoor life.	Yes	Joy in work	Yes
A mechanical bent...	Yes		
Determination to succeed in the face of difficulty.....	Yes	Opportunity for growth and service	Yes
Willingness to do hard work	Yes	Time for recreation.	Yes
Good moral character	Yes	Ideal home life.....	Yes
A broad general education	Yes	Wholesome moral surroundings	Yes
Special training in agriculture	Yes	Healthful environment	Yes

In the first column are listed the characteristics that a young man should possess to be a successful farmer; in the second, it is indicated that Richard Roe measures up to all of those requisites. So the demands of the occupation are fully met by the

boy. In the third column the young man's counter demands on the vocation are noted, and in the fourth, it is seen that the vocation meets his requirements in every respect. According to this analysis, then, there is no apparent reason why the candidate should not be a successful farmer.

Of course, this is an idealized case. It could hardly be expected that there would be such a harmonious dovetailing of all the demands and the offers, the counter demands and the counter offers. In the average analysis there would likely be several "No's" appearing in the second and fourth columns. Even at this, the boy might succeed in the vocation in question. But if the negative answers were too numerous, or if there were a deficiency in the boy or in the vocation in some vital respect, it is probable that their coming together would result in failure.

**What to
Expect
in the
Average
Case**

This tabular guide is not offered as an infallible formula, but rather as a helpful and suggestive device. In the actual working out of the plan numerous difficulties are sure to be encountered. We cannot expect the practical application to be as flawless as the theory. But such a guide is sure to be helpful and productive of excellent results. At least it has the merit of pointing out what the problem really is. The solution of the details is the big and difficult task of vocational guidance.

There is one thing to be emphasized particularly at this point. We have grown quite accustomed to hearing about the numerous qualifications that the various occupations demand of young men. It is time now that we acquaint ourselves with the other side of the case. The vocation is exacting, it is true; and the young man should be equally exacting. After he has prepared himself for a life's pursuit, he has the right to demand that his

**From the
Boy's
Point of
View**

work be both congenial and remunerative. We are coming more and more to look at vocation choosing from the point of view of the boy's interests. The job has dictated terms to the man long enough; now the time is fast approaching when the man may dictate too. This is only fair to the American youth.

The following unusual incident is typical of the sort of interview that will be common enough in the near future, when the young man intelligently asserts himself. A boy walked into the office of an employment manager recently and submitted to a searching cross-examination, designed to determine his fitness for a certain position that happened to be vacant.

The first question put to him was this: "How much schooling have you had?"

"I have just completed a four years' course in the high school," was the prompt reply.

"What experience have you had as a salesman in a department store?"

"I have devoted three of my summer vacations to this sort of work," the boy answered.

"Do you use tobacco, or have any other bad habits that would reduce your efficiency as a salesman?"

"None at all, sir."

"Bring me three good references and come to work Monday morning," snapped the busy employer as he waived the youth away with a suggestion of finality.

"But, please sir," said the boy, "may I ask you a few questions about the job before I go?"

And the manager glared at him as if he had committed some act of downright discourtesy. But the applicant proceeded to question the cold man of business with the same intelligence and skill



WHAT HAS THE JOB TO OFFER THE BOY?

that had characterized the first part of the interview; and not till he had satisfied himself that the prospective job would meet his demands as fully as he would meet its requirements did he promise the puzzled manager that he would be ready to go to work on the following Monday.

It is opportune here to suggest the relationship of several of the principal chapters of this book. Attention has been called to the four aspects of selecting a life's work. The young man will need very definite information on each part. This we shall attempt to provide. What the vocation demands of the boy, as well as what it has to offer him, will be presented in considerable detail in Part V. The information may be supplemented by reading other books—of which there are many—bearing on that subject. Our third step, what the boy demands of the vocation, is not difficult to determine. Chapter XIII will be devoted to a discussion of it. But our big and difficult problem is the second step, viz., what the boy has to offer the vocation, or, in other words, to discover the kind of work that he is best adapted to perform. To give some helpful suggestions along this line will be the concern of our next three chapters.

A
Preview





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**WHAT A BOY LIKES TO DO IS USUALLY THE THING
HE CAN DO BEST**

CHAPTER X

DETERMINING ADAPTABILITY—INTERESTS¹

Two men were traveling one day on a road that skirted a dilapidated-looking farm. The fences were broken down, and several cows that should have been grazing in a neighboring pasture were playing havoc in a patch of corn. The potatoes were so cumbered with weeds that scarcely could the rows be distinguished apart. So overgrown with willows were the banks of the irrigating ditches that they told convincingly that they had not been cleared in the past five years. Machinery was scattered here and there,—just where it had happened to be used last—exposed to sun and rain. The owner himself was plowing with a team of nags that appeared to be only half fed. All in all, the farm presented a scene of neglect and failure.

Missing
One's
Calling

"How do you account for all this?" inquired one of the men. "What in the world is wrong with this farmer?"

"Oh," exclaimed the other, "like thousands of others the poor fellow has missed his calling."

This melancholy comment applies to so many in our modern vocational life that one is led to the belief that it is an easy matter for a man to miss his calling. And so, indeed, it is. It is almost as difficult for one to select the right vocation as it

¹This chapter and the two that follow it are—to use the author's figure—the second vocational guide post, for it is the object here to help the boy determine what he has to offer the vocation—in other words, to discover his adaptability.

would be for him to find his way where there is a multitude of branch roads and not a single guide post.

Hitherto there has been such a big element of chance in the choosing of a vocation that probably two men out of every three have settled into work for which they are ill adapted. Unguided, they have either selected occupations for which they had a passing, mistaken fancy, or else they have taken the first jobs to hand when it became necessary for them to enter the vocational world. It is not surprising that so many thousands miss their callings, when they put forth so little effort to seek them out. We are not likely to find anything worth while in life if we go in quest of it so blindly and aimlessly.

Some, of course, will probably miss their callings however carefully they proceed. There are sure to be some accidents; but they should be exceptional. Intelligent choosing will reduce the danger of failure to a minimum. While it is true that the process of finding a suitable vocation has not yet been put on the basis of an exact science, yet it is a fact that the boy who goes about the task of choosing a life's work thoughtfully and carefully is a hundred times surer of success than the one who is content to drift.

In choosing a vocation the young man will be confronted with no greater problem than the determining of his own adaptability. As a first step in solving this he will need to discover his general bent, that is, to decide whether his natural talent or capacity is in the direction of professional work, business, or industry. It is only after this is accomplished that he will be in a position to choose a specific occupation, or in other words, to select a department of the general field. To put the case concretely, it will be, for example, the young man's

DETERMINING ADAPTABILITY--INTERESTS 101

first concern to discover that he has an aptitude for professional work, and his later task to choose among the various professions open to him.

Even if he never gets beyond the first step, much has been accomplished. In fact, there are some who believe that it is only the general adaptability that can be determined. This means, for example, that a young man may be assured beyond doubt that he would succeed best in a business pursuit, but that it would be very difficult to say in which particular branch of business he would excel. In selecting an occupation, however, not only must the general field be chosen, but the specific calling as well. We shall attempt to give some definite directions that should aid in solving both aspects of the problem.

Then what is the first step that a young man should take in attempting to determine his adaptability? Assuming that he is still a school boy, we shall answer the question by saying that he should observe where his greatest interests lie. The average boy is sure to be more absorbed in some one subject or group of subjects than he is in others. Such partiality is not at all accidental; it is nearly always an expression of the natural tendency, and so a key to the young man's aptitude. But he must be honest with himself and make sure beyond doubt that he is not misjudging. It is not fleeting interests, but permanent ones, that we are speaking of here. He might have a fancy for history in one year and later discover that his bias was not of a lasting nature, since he was unwilling ever to pursue the subject again. In any case the analysis of interests should extend over a period of years. If the young man is persistently interested in mathematics, year after year, it is reasonably certain that his fascination is genuine and not whimsical.

Suppose a certain boy has had a uniform interest

**Discover-
ing the
General
Bent—
Interests**

in the study of science throughout his period in the elementary school, and well into his high school course. Chemistry and physics are his hobby; he is willing to spend hours in the laboratories, and he works at these almost to the neglect of his other subjects. In his case it is obvious that his interests are along the line of the sciences. Another boy might display a similar fascination for drawing, and still another, for composition and literature. These permanent interests would be genuine symptoms of native capacity. There would be here at least an indication that the boy who is fond of science would succeed in the medical or in one of the engineering professions; or that the boy who loves drawing is an architect or an artist in embryo; or that the one who is absorbed in his work in composition is a coming novelist, journalist, or writer of advertisements. No one of these, however, should come to a final decision on the strength of interests alone; each one should seek diligently for further confirmation. But at least we may safely infer that these interests are strong hints at natural aptitudes.

**How the
Teacher
Can Aid**

It is here that the teacher can be of unusual service to the boy; for no one has a better opportunity than she to observe what he is genuinely interested in. She will have record of his relative standing in various subjects; and his record should disclose the fact that he has made higher markings in the branches in which he is particularly interested. Professor Edward L. Thorndike of Columbia University has demonstrated by carefully made tests that whatever a student likes best in his school work, he will have the greatest capacity for. Says he, "On the whole the resemblance between interest and ability may safely be placed at .9 of perfect resemblance."¹ This means that if a student has

¹*Popular Science Monthly*, November, 1912.

a positive liking for mathematics and a strong aversion to history, that his chance to succeed in the former is nine to one as great as it is in the latter.

And the young man may display his dominant interests out of school as well as in. In either event they point to future achievement. As a youth, Edison had an inherent passion for the sciences. His earliest occupation was selling newspapers, but it was only a makeshift. Even at that time he had in one end of the car in which he made his run, a miniature electrical apparatus, with which he experimented during his spare moments. Surely, in his case, "the boy was father of the man."

**Interests
that Fore-
shadowed
Callings**

As we have already seen, Horace Greeley had determined to be a printer from his very childhood, and no discouragement could turn him from his purpose. The abiding interest of this boy was a foreshadowing of one of the greatest newspaper geniuses that America has produced.

General Phil. Sheridan displayed an early interest that was prophetic of a military career. As a youth he was extremely fond of books, but his favorite ones were those having to do with military history and biography. These he would pore over for hours, dreaming the while of one day becoming a distinguished soldier. As soon as he had reached the eligible age he applied for admission to West Point, took the examination, and secured the coveted appointment. His magnificent success and service to his country are known to every school boy.

Oliver Goldsmith manifested an unusual passion for literature, especially poetry, at the early age of eight years. He could not be induced to take an interest in any other thing. Here, very early in

life, was a positive indication as to where his powers lay.

Now, it might be urged that these men were geniuses and that great talent exhibits itself more conspicuously than does the dominant inclination of the average youth. And the objection would be well taken. But the fact remains that the chief interest of the boy—and it can nearly always be discovered—points with almost unfailing certainty to his best capacity. Of course, the young man must be on his guard against false ideals and passing whims. He should make sure that his interest in a certain subject is genuine, and to that end he should avoid snap-judgments about himself, taking ample time—perhaps several years—to arrive at a final conclusion. In making his self-analysis, haste is the boy's greatest peril; it is as fatal to him as is a hasty diagnosis to the patient who is dangerously ill.

**The
Major
Character-
istics**

Let us turn now from the question of dominant interests to that of the major characteristics. Every man has certain qualities of temperament, intellect, and physical make-up that are a fairly good key to the type of work that he would best succeed in. For example, one person might be, in his very nature, accurate and painstaking, while another is just the reverse, careless and slipshod. It is safe to say that the latter would not be successful in book-keeping, while the former perhaps would. Or again, one man is original and another imitative; the first might become an efficient designer, the second a good machine operator.

Professor Herman Schneider of the University of Cincinnati, compiled, after years of careful observation, the following list of major characteristics:¹

¹*The American Machinist*, April 10, 1913. (Adapted.)

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	Pro- nounced	Medium	Slight
a. Physical strength			
Physical weakness			
b. Mental	X		
Manual		X	
c. Settled			
Roving			
d. Indoor			
Outdoor			
e. Directive			
Dependent			
f. Original—creative			
Imitative			
g. Small scope			
Large scope			
h. Adaptable			
Self-centered			
i. Deliberate			
Impulsive			
j. Music sense			
k. Color sense			
l. Manual accuracy			
Manual inaccuracy			
m. Mental accuracy—logic			
Mental inaccuracy			
n. Concentration			
Diffusion			
o. Rapid mental coordination			
Slow mental coordination			
p. Dynamic			
Static			
q. Idealistic			
Materialistic			

Careful self-analysis in accordance with this list of major qualities should be very helpful to the person who is seeking to discover his own adaptability. He might with profit measure himself, beginning at the head of the enumeration and checking as accurately as he can on each listed characteristic.¹ While the investigation is being made by the boy, he should seek the advice of his parents, his teachers, and his vocational counselor to see whether or not their opinions confirm his findings.

**Some
Concrete
Cases**

Suppose that a certain boy, in checking under (a), (b), and (d), concludes that he is well endowed with physical strength, that he is manual in his tendency rather than mental, and that he prefers outdoor life. What would be a safe occupation for him to follow? It seems not unlikely that he would succeed in one of the building trades, say carpentry or masonry. Certainly he would be a misfit in the law or in the teaching profession. However, this caution should be observed: it does not always follow that because a man is adapted for manual work, that he is not also mentally capable. The fact is that thousands of men are efficient in both respects. There is little doubt that Abraham Lincoln would have been an excellent rail splitter had he continued in that work. Certainly he was a remarkably successful statesman.

Or take the young man who fancies he would like to be an artist. He has perhaps given little or no thought to his capacities—or lack of them—along that line. On carefully analyzing himself, he discovers that he is deficient in color sense (k), that he has little creative originality (f), and that he is lacking in power of concentration (n),

¹The young man should work out his analysis by making crosses in the proper blocks. The crosses as noted in the table would mean pronounced mental tendency and medium manual tendency. See page 105.

Should such a youth spend his time and money in the studios of some distant art center? Most assuredly not! Only failure could result.

In the teaching profession there are doubtless many men who are materialistic rather than idealistic; that is, they would be more at home in the world of commerce than in the school room, devoting themselves at small pay to the great service of instructing youth. They have missed their callings; they are not meant to be teachers. No man, who has a persistent longing to be in a business pursuit, has the moral right to be a teacher.

There is a certain type of young man who was born to be a leader or director. He should make a good foreman or business manager, provided, of course, that he possesses other essential qualities. The boy who is by natural instinct a follower, should not aspire to leadership. Only disappointment could come to him. Professor Schneider relates the following instance in point:

A drayman for a large jobbing house was promoted to foreman of drays, at a substantial increase in salary, because he was intelligent, honest, sober, accurate in his deliveries, careful to a marked degree of his team and dray, and loyal to his employers. In his new position he worried and grew fretful; in time he began to fail physically; finally he asked for his old job, happiness, and efficiency, just about the time his employer had decided that he was incompetent as a foreman.

Now it is easy to tell a young man that if he has certain natural characteristics he will succeed in a particular vocation; but the really big task is to determine what those major qualities are. One can only say: he should study himself persistently and frankly; he should not reach a hasty conclusion; he should get the honest advice of those who know him intimately. No guide of this nature is infallible, but it should be helpful.

When the reader comes to the part of the book devoted to a study of vocations he will find the major characteristics enumerated in the table above very frequently repeated in it. He will learn, for example, that the bookkeeper should be mentally accurate, should prefer indoor work and have a desire to live a settled life. So there is little need of entering further into the discussion here.



SELF-ANALYSIS

CHAPTER XI

DETERMINING ADAPTABILITY—SELF ANALYSIS

We shall turn now from the question of the major characteristics to the consideration of a more detailed self-analysis.

Every young man who is looking for a life's calling should subject himself to a most searching cross-examination. He should look into every nook and corner of his soul for the little things that are the key to his character and his aptitudes. A frank and careful scrutiny will often reveal to a young man that he is not just the type of person that he supposed himself to be. He will discover that he is perhaps either a little below or a little above the line of his own estimate, just as the merchant always gets new light on his business standing when he takes stock.

But above all the boy must be honest with himself. It is only human for one either to underrate or else to overrate his own capacity. He must forget absolutely his prejudices and notions and begin his investigation with a clean sheet. His conclusions about himself should grow out of the analysis; never should the analysis be made to conform with a preconceived idea. It is necessary to follow the search wherever it leads and cheerfully to accept the truth as it is brought to light. For one to assume any other than an honest attitude in this matter would be parallel to the folly of picking one's own pockets.

Moreover, if one is to detect his true nature he must observe himself when he is the only onlooker in the world. When we are under the eye of others

**Things
the Boy
Must
Keep in
Mind**

too often we pose and fail to reveal our true selves. It is only when we act spontaneously, when we are off guard, so to speak, that we are one hundred per cent sincere. Someone has said, "Your character is what you are in the dark."

So let the conditions for the self-examination be just right, free from any influence that will disturb the true equation. The results must show the boy as he is, not as he would like to be, or as he fancies himself to be. There must be no favors shown, neither giving nor taking. The examinee must credit himself with just what he is worth, neither underestimating nor over-rating his true value or capacity.

To the end of systematizing the detailed self-analysis a table of pertinent questions for the boy's use has been adapted. He should proceed slowly through the list, giving due attention to each individual query. The findings should be carefully and accurately written in a note book provided for this special purpose. The information is for the boy's own enlightenment. If he submits his notes to any other person it will be only for the purpose of obtaining help, and in every way confidential. Those who should be competent to aid him are the parent, the teacher, the vocational counselor, and the intimate friend.

**How to
Use the
Self-
Analysis
Table**

FORM FOR SELF-ANALYSIS¹

Answer frankly and accurately:

- 1—What are your family characteristics?
- 2—What occupations have your relatives pursued, going back several generations?
- 3—How well have they succeeded? Have certain ones of them failed? What was the probable cause of such failure?
- 4—In your school work what are the subjects in which you have been most interested?

¹Adapted from Parson's *Choosing a Vocation*, chapter IV, and Davis's *Vocational and Moral Guidance*, pp. 264-6.

- 5—Have you taken any courses with a view to preparing yourself for any special vocation? What vocation?
- 6—In what subjects have you made the highest grades?
- 7—How do you account for this?
- 8—In preparing your lessons do you give more attention to details, or to the bigger, more significant things?
- 9—Are you fonder of indoor or outdoor sports?
- 10—What is your favorite game?
- 11—What kind of moving pictures do you like best?
- 12—If you had \$1.00 for recreation, how would you spend it?
- 13—How do you spend your evenings?
- 14—How was each evening of the past week spent?
- 15—What do you read first in the newspapers?
- 16—What is your favorite magazine?
- 17—How many intimate friends have you?
- 18—Describe the closest.
- 19—Are you planning to form further friendships?
- 20—With what sort of people?
- 21—What plans have you made for your future?
- 22—What occupation have you thought you would follow?
- 23—Give the reasons for your choice.
- 24—If you had one wish what would it be?
- 25—Are you strictly honest in your dealings?
- 26—Do you always speak the truth?
- 27—Do you yield easily to temptation?
- 28—Do you always have courage to defend your rights?
- 29—Are you lazy, or do you love work?
- 30—Have you ever traveled?
- 31—In what places and things were you most interested?
- 32—If you could attend a world's fair what would you especially want to see?
- 33—What one thing can you do better than any one of your associates?
- 34—What interesting or unusual experiences have you had?
- 35—Are you large physically for one of your age?
- 36—Do you have good physical endurance?
- 37—What is your health record?
- 38—Have you any physical defects?
- 39—What books have you read that you were not required to read?
- 40—Do you like to work with machinery?
- 41—Are you accurate or careless in your statements?
- 42—Are you thorough in your work?
- 43—Are you sensitive to criticism or do you go ahead with your work, disregarding what others think or say?
- 44—Are you at ease in conversation?
- 45—Do you have the knack of approaching people?

- 46—Which do you prefer, manual or mental work?
- 47—Do you have confidence in yourself?
- 48—Are you patient and painstaking?
- 49—Have you a good memory for details?
- 50—Is it difficult for you to concentrate your mental powers?
- 51—Do you give up easily or are you persevering?
- 52—Are you inclined to be a spendthrift or are you saving in your habits?
- 53—Would you like a business career?
- 54—If you had \$1,000,000 what would you do with it?
- 55—Are you a leader among your associates or do you follow?
- 56—Have you a personality that attracts people to you?
- 57—Do you have a smiling countenance?
- 58—How do you shake hands?
- 59—Are you polite and courteous?
- 60—Have you a naturally cheerful disposition?
- 61—Are you neat in your dress?
- 62—What is your one strong point?
- 63—Have you ever given serious thought to the choosing of a vocation?
- 64—Are you familiar with the conditions of vocational success?

**The
Meaning
of It All**

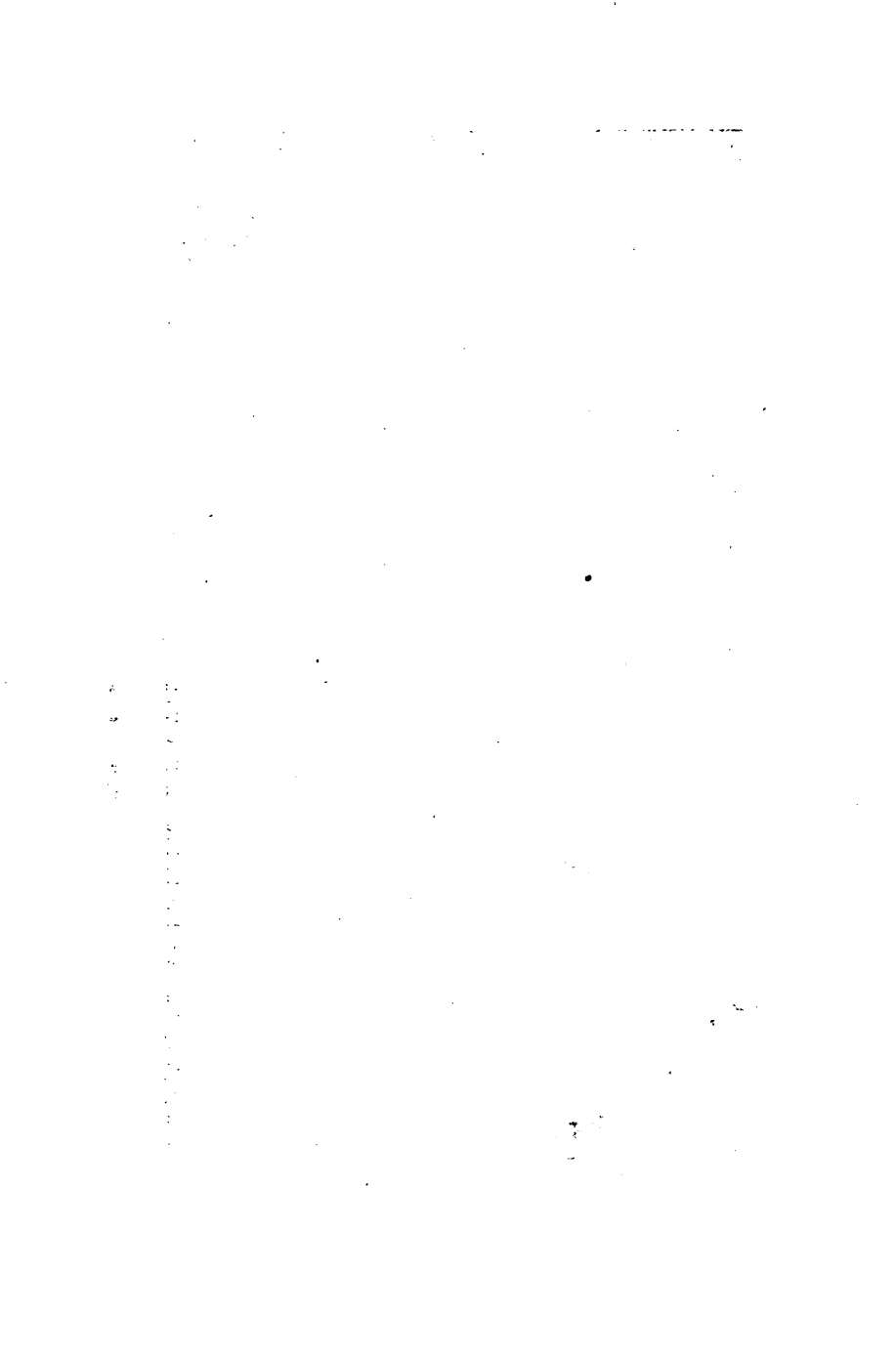
It will be obvious to the thoughtful person that the foregoing analysis cannot be accomplished in a day or a week. Time, patience, observation, and reflection are extremely necessary. Past experience is to be recalled and its significance carefully noted¹. There should be long and serious thought on each individual point. Hasty decision would render the whole investigation untrustworthy. The problem must be approached intelligently, and worked out with a persistence that knows no shirking of an important task. This is not child's play, but a very important problem for the young man who is concerned about his future.

One who goes about his task systematically and intelligently will surely acquire a more intimate knowledge of himself. It is possible that hidden

¹The details of the analysis should be carefully recorded in a note book kept for this special purpose.

secrets will be brought to light and undreamed-of capabilities hinted at. On the other hand, some youth may have his vocational ideal shattered. He had perhaps set his heart on being a lawyer, and discovers that he has all the earmarks of the merchant. But the important thing in any case is to be reconciled to the inevitable truth. Following the line of one's natural tendencies, whatever they may be, is the surest road to happiness and prosperity.

It is not claimed that this analysis will bring young men out on the clear heights of certain knowledge as to the exact vocations they shall follow. Not at all. It is intended rather as an aid, as a suggestive guide. We do not hope for perfection; there will be errors recorded, however painstakingly the examination is made. No scheme, having to do with such an intricate problem, can be infallible. But the exercise will be serviceable, for it will foreshadow and indicate possibilities. It will either confirm or contradict evidence gathered from other sources. Discount it how one will, it is indisputable that the attempt to choose intelligently a vocation is an hundredfold safer than the common practice of drifting.





Photograph by Underwood & Underwood, New York

STUDYING VOCATIONS AT FIRST HAND

CHAPTER XII

DETERMINING ADAPTABILITY—HELP FROM OUTSIDE SOURCES

Fortunately the young man is not put entirely on his own resources in choosing a vocation. The burden of the task is his, we cannot deny ; but there is unlimited opportunity to obtain help from outside sources. In determining his adaptability the boy may very profitably look without as well as within ; the former process involves, among other things, a comparison of one's self with others who have either failed or succeeded. These matters are quite as important as the independent self-analysis. Let us now consider our subject from this point of view.

A very helpful exercise is to compare one's self with others who have either failed or succeeded in their vocational work. There are thousands of successful men in our great country, men who have given their best to the pursuit of certain lines of work, and who in turn have reaped rich rewards in wealth and satisfaction. They are moving among the vast crowd of humanity without much ado ; they are not parading their achievements. But they may be pointed out. Every boy has the opportunity to observe them, to discover the key to their success. And other men, that do not come under his observation, he can read about in numerous well written biographies.

**Compar-
ing One's
Self with
Men Who
Have
Succeeded**

Now we cannot attribute the success of these men to mere chance. In the main they owe their attainment to the fact that they have cultivated in themselves the principles of progress and worked along

the line of their natural capacities. "Success does not happen," says one writer, "neither does failure; both are the results of laws as rigid as those of the Medes and Persians." One of these laws recognizes the folly of trying to do that for which one has little or no aptitude and the wisdom of choosing work that he is qualified by nature to perform.

Boys cannot do better, then, than to observe how and why certain men have succeeded in their vocations. It will appear that they have had the wisdom and the foresight to select congenial callings. After carefully observing others, the young man can ask himself: "Have I the qualities that would make me excel in this or that vocation? This man succeeded in salesmanship because he had an attractive personality, was a good talker, had a keen insight into human nature, and a wide knowledge of business affairs,—have I these characteristics?" Or again: "Here is a man who has won fame in the field of advertising because he had original ideas and the ability to dress them up in attractive form,—had I better venture into this department of the world's work, or shall I seek some other?"

**Observing
Causes of
Failure**

This sort of comparison should be both stimulating and profitable. It might be approached also from the negative point of view. Unfortunately there are many who are failing in their vocational pursuits. Many of these are misfits, men who are struggling in vain to make good because they lack the natural endowment that is required by their respective occupations. For example, one of the most fruitful sources of business failure is lack of system, and inattention to detail; this fact should be a wholesome warning to young men who aspire to business careers, and who have scarcely a trace of the commercial instinct.

A young man was graduated recently from one of the best schools of technology in the land, trained to the highest point in the science of mechanical engineering. A little later he was employed by a large construction company, and on the basis of his excellent scholarship he was assigned to a responsible place. And after getting considerable practical experience, he was appointed to superintend certain pieces of construction work. It was here that he fell down. He had served efficiently under the direction of others, but put on his own resources in the solution of practical problems, he failed to measure up to the required standard. He lacked the mechanical instinct and the power of initiative that are so essential in this profession.

**A Narrow
Escape
from
Being a
Misfit**

But he determined that since he could not reach the top in this line of work he would find another pursuit, one more nearly gauged to his adaptability. He was still a young man and so he turned his attention to the study of medicine. He is today a successful physician. The story of his life was revealed in an address to a class of young engineers, whom he solemnly warned that success depends quite as much on natural aptitude as on theoretical training.

His experience is that of thousands, at least up to the point where he discovered his failure. His beginning again in another line is very exceptional. Perhaps it is no exaggeration to say that ninety-nine misfits out of a hundred struggle on in the vocations of their first choice, content with near-failure or mediocre achievement. Once a boy has chosen a vocation and entered the actual field of work, it is exceedingly difficult for him to retrace his steps and make a new start. The wise youth will make sure of his aptitudes before he ventures into an occupation at all. Young men can study with great profit

the causes of success and failure among those who have already been "through the mill."

**Seeking
the Advice
of Others**

The young man who is seeking to discover his own capacities should confer with others about himself, not being willing to rest his case entirely on his own opinion. With the help of friends he will be able to make a truer and less biased analysis. If they confirm his own judgments, all well and good; if there is difference of opinion, he should go carefully again over the steps of the analysis. "To see ourselves as others see us" might often lead to a more nearly correct point of view.

But no one should presume to give this kind of advice who is not sympathetic with the boy and who does not know him intimately. Those acting in the capacity of counselor should be people who are thoughtfully conscious of the importance and gravity of giving vocational advice. The casual opinion of the average friend or associate should not be taken too seriously. Here, as elsewhere, "it is high to be a judge."

**Consult-
ing with
Parents**

Certainly the parent's opinion should be sought. No young man should reach a final decision in the matter of choosing a vocation without counselling with his father and mother. They are the two persons in all the world who are most keenly interested in his welfare. They are not vocational experts, it is true, but they have the wisdom that comes with years and can at least be depended upon to caution against a rash choice of occupation.

**The
Advice
of the
Counselor**

If a vocational counselor is accessible, he, too, should by all means be consulted. The personal analysis should be submitted to him for his study and interpretation. Especially if he is an expert, he will have a grasp of the problem that should make his advice invaluable. It is his special mission to help young men to discover themselves and to find congenial occupations. It is presumed that he is

fitted either by training or experience, or both, to perform intelligently this high calling. The boy should keep close to the vocational counselor and be willing to admit him into his inmost confidence, for he will have the young man's best interest at heart and be eager to render him any assistance. The time is not far distant when there will be a trained and competent counselor to aid every youth who is willing to co-operate with him.

After the counselor, the boy's teacher comes nearest being in a position to give practical guidance. He is continually under her observation, and if she is watchful and conscious of her rare privilege, there will be every chance to detect tendencies and aptitudes that point the way to his life's calling. Not only is the teacher in a position to get intimately acquainted with the boy, but she will possess, if she is well trained, useful information about various vocations and their requirements.

**The
Teacher
as
Counselor**

Moreover, boys would do well to interview men who have succeeded in various occupations. They are usually approachable men, willing to explain the needs and requirements of their respective callings. In his "Starting in Life," Mr. Fowler quotes from about one hundred prominent men, representing upwards of thirty vocations. Their statements are replete with valuable information for boys. Here is what Hon. Edward Lauterbach of the New York Bar had to say of the legal profession:

**Inter-
viewing
Successful
Men**

If I advised the young man to enter the law, it would be only in the event that I knew him to be possessed of unusual and exceptional qualifications for the profession, and especially because I believed him to be possessed of the attributes necessary to enable him to be an advocate in the courts. There is an unusual scarcity of lawyers fully equipped for the actual trial of important cases. There is, and will be for years to come, a glut in all other branches of the profession.

The qualifications referred to would consist in part of a good presence, a studious temperament, a knowledge of human nature, and a gift of eloquence.

This is just a sample of the sort of information that may be elicited from men in all walks of life who are competent to give wholesome advice. Every boy should make careful inquiry of such men about their respective occupations. Their counsel would be in most instances sane and practical, for they have a first-hand knowledge of their own vocations. After conferring with a number of them the boy will be in a better position to decide whether or not he has the natural qualifications demanded of men in this or that pursuit.

There is this caution to observe, however: some men may be entirely sincere in giving advice, and yet be so biased in favor of their own callings as unwittingly to misstate the facts. Some even might extol the merits of their chosen occupations for mere patriotic reasons. Again, there may be those who are conservative to the point of underrating the opportunities in their respective fields; or they are reluctant about painting glowing pictures that might lead some impressionable youth astray. In any event, advice must be weighed carefully in the balance and disregarded if found wanting.

**Learning
from
Books**

Books, too, are very helpful guides. Many excellent ones, descriptive of the numerous occupations, are in our larger libraries. Scholarly writers are turning their attention to the new and promising field of vocational information and guidance. Every boy should read widely on these vital subjects, not stopping with the study of a single volume, however excellent it may be. Money spent in the purchase of a few good books that bear on the various aspects of the world's work can hardly be more profitably invested.

Nor should the many and well written magazine articles be overlooked. Some of the very best material that the boy will be able to discover appears in the columns of the weekly and monthly periodicals. Especially will he obtain from this source interesting and valuable information about the various vocations and their respective opportunities. Engineering, medicine, agriculture, business, et cetera—each has its own periodical whose pages are full of accurate data and helpful suggestions. In this age of enlightenment no boy will be able to plead lack of information.

There is another and important aspect of getting help from outside sources that must not be neglected. One of the best ways to obtain a knowledge of vocations is to observe them at first hand¹. The best opportunity for such acquaintance is actually to participate for short periods in various vocational activities. During his school years the boy might work as helper in a number of trades. A summer vacation spent at carpentry would give him a fair notion as to his adaptability—or lack of it—for the pursuit of one of the building trades. Or several months employment as a farm hand might effectually discourage a would-be tiller of the soil from making an unwise choice of a life's work.

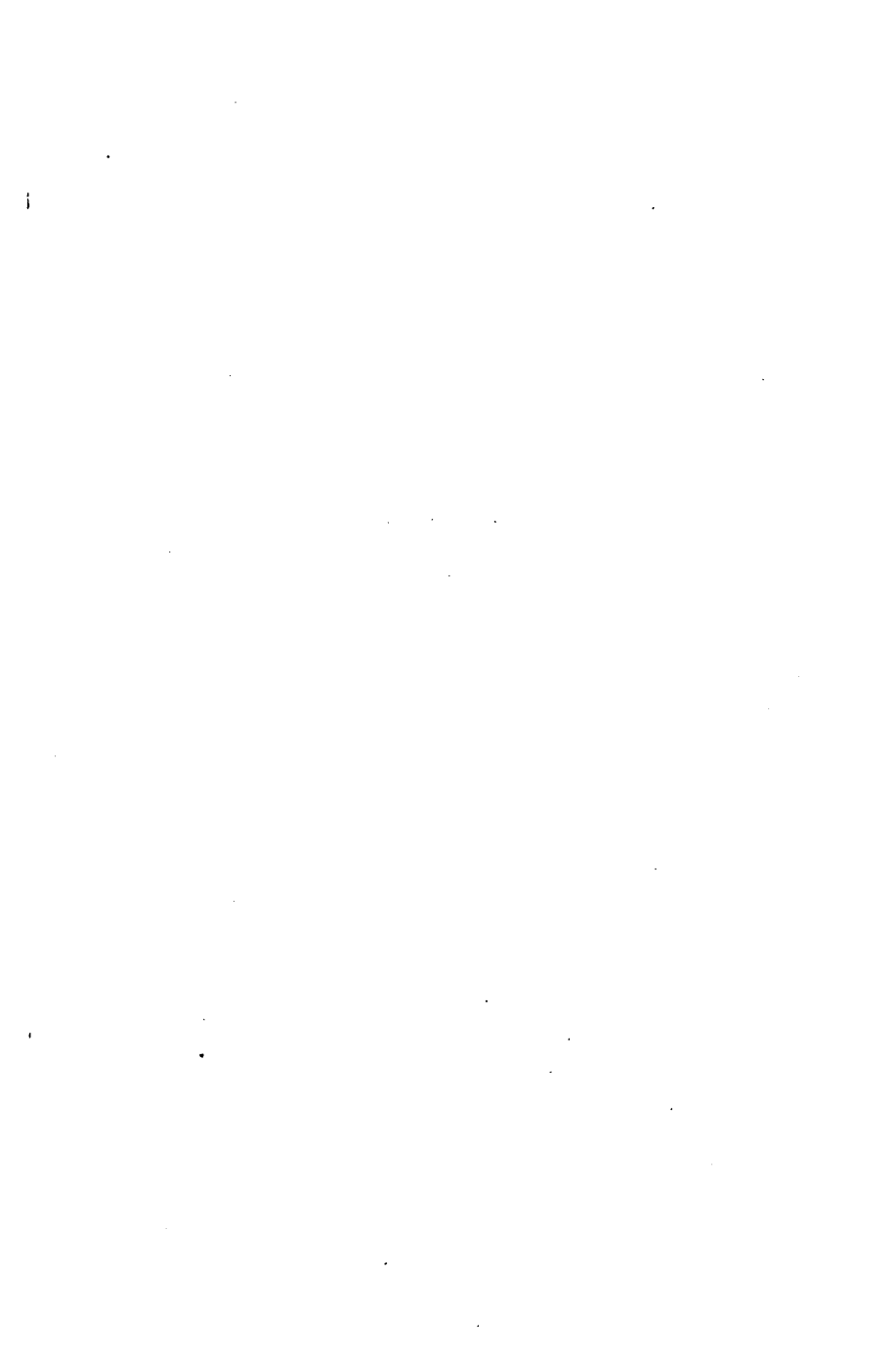
Just to visit the various industries is highly profitable in itself. To see men in action and to observe the conditions under which they work is valuable experience for any young man. As a boy, Benjamin Franklin had recourse to this very method. "My father," says he, "sometimes took me to walk with him, to see joiners, bricklayers, turners, braziers, et cetera, at their work, that thus he might observe my

**Observing
Things at
First
Hand**

¹"The method of surveying in a concrete way the various occupations usually brings about a natural adjustment of the young man to his life career."—Gowin and Wheatley, *Occupations*, Preface, pp. 5-6.

inclination and endeavor to fix it on some trade or other." Merely to know what opportunity this great world holds is inspiring to the mind of youth. Boys should not be held within the narrow confines of their fathers' occupations, oblivious of the vast and varied field from which they may select their callings. They must be permitted to enter and see for themselves, if they are to make a happy choice.

These are some of the important outside sources of help, and they are not to be neglected. The boy who utilizes them to the full will have a valuable check on his personal adaptability. They will afford a splendid supplement to the process of self-analysis, either confirming it or else tending to disprove it. But to approach the problem from both points of view—looking without as well as within—is by all odds the safest and best solution.





AN IDEAL VOCATION IS CONDUCTIVE TO HAPPY HOME LIFE

CHAPTER XIII

CHARACTERISTICS OF A GOOD VOCATION

It has been emphasized that the choosing of a life's work involves not only self-analysis to determine adaptability, but also a careful examination of the prospective calling to see if it measures up to the required standard. All desirable vocations have in common a few fundamental characteristics. Hence the young man, whether he purposes to enter a professional, an industrial, or a commercial pursuit, will demand that his work be of a nature that will afford him an ample measure of happiness and prosperity.

And why should he not be exacting of his vocation? It is mercilessly exacting of him. The ideal, at least in the industrial world, is "the selection for each job in our organization of the one man out of all others who, by natural aptitudes, training and experience, is best fitted to fill all the requirements of that job, and suited to its environment and conditions."¹ This standard is rigid and severe, and very few there are who escape being subjected to it. The man best qualified will be chosen to fill the best position. Those who employ young men invariably inquire: "What can you do? and how well can you do it?" But it is seldom, indeed, that the applicant makes such counter demands as these: "Is this position adequately remunerative? Will it be a congenial pursuit? Will it stimulate growth? Will it afford the opportunity to serve my fellow men?"

**Demands
on the
Vocation**

¹Blackford and Newcomb, "*The Job, the Man, the Boss*," pp. 12-13.

There are desirable and undesirable vocations. After the young man has determined in which direction his chief powers lie, his next concern is to find a field wherein he can put forth these powers. It is not sufficient that he find work that he can do well; it is quite essential that the work be congenial, and in all other respects deserving of his best effort. He might, for instance, have in him the making of an excellent sailor; but that is not conclusive evidence that he should pursue the calling of a seaman. In this case, the man measures up to the standard required by the vocation, but the vocation does not measure up to his standard. Choosing a calling means two things: the boy's adaptability, and the occupation's desirability.

In this chapter we are to give our attention to the consideration of the latter. We shall view the question from a considerable number of angles. In the ideal vocation the work will be energizing, not enervating; it will afford joy and satisfaction; it will make for character development; it will afford ample compensation; it will offer the opportunity for service; it will be conducive to ideal home life; and it will be accessible.

Energiz- ing Work

First, all work should be energizing, not enervating. There are occupations which, pursued year after year, reduce men to mere animated machines. The pursuit of such occupations comes to be a matter of reflex action, involving little more head work than it takes to walk leisurely along the highway. This kind of labor is found chiefly in factories. An operator sits at a machine and pushes a lever back and forth with a listlessness that betokens lack of interest and enthusiasm. His daily round of toil is all on the plane of monotonous routine; his life is drudgery. And unfortunately this type of labor is increasing rather than decreasing.

Nearly all work that involves a repetition of a single mechanical motion, at short intervals, is enervating in its nature. Seldom is there a problem to solve or a difficulty to overcome. Once a definite motion is acquired, the entire process is mastered. The limbs get development—perhaps the hand becomes dexterous—but the brain is allowed to deteriorate through long continued disuse. Says one writer: "We are putting the brains into the machine and making the workman a purely automatic adjunct." The ideal vocation brings into continuous play both head and hand, the two working in happy co-ordination. The locomotive engineer, the carpenter, and the farmer, all measure up admirably to this standard.

Work that affords no opportunity for the play of individuality and self-expression is to be avoided. A man must get both physical development and mental discipline in the process of his labor. He should be allowed, to a degree at least, to direct his own activities and do his own planning. Such freedom sharpens his wits, increases his power of initiative, and adds to his efficiency. Labor is the chief department in the great school of experience, but it is poorly equipped to serve its purpose if it fails to vitalize the work and to invigorate the worker.¹

¹"Since the major part of the waking hours of most people is spent in labor, the situation becomes most menacing and unsatisfactory when there is nothing about the labor itself which can arouse the slightest interest in the laborer. The prime requisite for a satisfactory economic situation for any individual is that his work should appeal to him, maintain his interest, stimulate thought and attention, provide real pleasure, or at least broaden and develop him and give him a chance to express his individuality. That sort of labor, however, seems to be inevitably denied the most of the workers under the factory system."—Henry Pratt Fairchild, *Outline of Applied Sociology*, 1916, p. 67.

**A Voca-
tion that
Affords
Joy and
Satisfac-
tion**

One should love to do the work to which he devotes his whole life. If he goes daily to his labor through a sense of compulsion, life can be only a burden. Uncongenial work is drudgery, an eternal battling against the current of things. But how different if he loves his labor! His daily occupation is then a rich source of joy. He begins the day with a thrill of pleasure and lays down his tools at night with a keen sense of satisfaction. The world moves merrily along, and his cares are swallowed up in the delight of efficient accomplishment.

Life is so great a possession, so unending a procession of delightful possibilities, that each day ought to be a new gladness and every day a veritable holiday. For all the work that is worth doing, rightly handled, is the greatest fun of all the fun that is. Only the work must be worthy, not unnecessary toil, but sturdy, honest work that you can put your whole heart into and do just because you would rather do that particular thing than anything else in the world.¹

The man of tomorrow will not measure his richest remuneration in dollars and cents; there are some things beyond the purchasing power of money. Happiness is one of them. And it is the universal testimony that the keenest joys come of the congenial performance of work. How important, then, that every young man find a life's labor to which he can devote himself heart and soul. A joyless task is like a sunless day.

Time flies when the laborer is fascinated by the thing in hand. He leaves off his work at the end of the day with a feeling almost of reluctance, and he begins on the morrow with fine hope of achievement. Great lovers of their work have forgotten the passing of the hours, have forgotten even to partake of their meals when the noonday came. It

¹Dr. Henderson—quoted by Davis, *Vocational and Moral Guidance*, p. 285.

is related of the poet Shelley that he one day ordered his luncheon brought into his room; and when his servant broke in upon his reverie several hours later to remind him that he had not yet eaten, the poet expressed great surprise and consternation.

There is little doubt that one can get through a greater volume of labor if he takes genuine pleasure in its performance. It is well known that if the mind is in a healthy condition, unruffled by care and worry, that the physical part of man responds with greater alacrity, and can continue in action with longer endurance. Why is Thomas A. Edison able to work 18 or 20 hours a day through a period of months, and still keep his characteristic vigor and efficiency? He loves his work. And Napoleon Bonaparte could spend nights in his saddle because he had a veritable passion for his labor.

Men must, therefore, above all else, be happy in their work. If they are not, their vitality ebbs slowly away and leaves them sapped of their natural strength. Laborers finally break under the stress of discontent and worry, though it is not often that work kills. Wholesome toil is rather a tonic, a restorative. This is only true, however, of congenial work, work that yields joy and satisfaction.

Every one has had the experience of being startled at the rapid passing of the hours when he has been devoting himself to something that gripped his interest. One who loves his work is never oppressed by the wearisome dragging of time. Never is he caught repeatedly looking at his watch to mark the progress of the day. Indeed, he is reluctant to note the time, fearful often that it is passing by all too fast. Time flies when one is absorbed in his task.

Again, the man who is happy in his work is the efficient man. He is not sparing of his effort. He works with all his might, little fearing that he will perform more than his contract calls for. But if he

is not suited to his labor he is like the bondsman, driven to his task. He works mechanically and listlessly. "Necessity is no mother of enthusiasm," says Woodrow Wilson. Love of work begets enthusiasm, and enthusiasm begets efficiency.

Work and Growth Moreover, the ideal vocation is one that affords the man an all-round development. If his work does not permit him to grow mentally, morally, and physically, he is not pursuing a desirable calling. "What we want for the working people," says one writer, "is not a culture for their leisure hours, but a culture for their working hours."

If one's labor demands the use of the head as well as the hand, his intellect will grow and expand normally. It has been noted in another connection that such a combination is to be sought. A merely physical activity often becomes mechanical, leaving the mind faculties to deteriorate through disuse. Such an occupation is to be avoided, for it results always in a one-sided development. Work should vitalize and quicken the mind powers.

Moral growth, in so far as the vocation is concerned, is largely a matter of environment. In some fields of activity the young man is thrown among coarse and vulgar associates. He can scarcely hope to escape without being contaminated by their influence. Even if he possesses fine moral fibre and refuses to be pulled down to their level, the fact remains that there is little in his surroundings that will ennoble and uplift. We usually think of the mining camp as typical of undesirable places to labor. Often there is found in such a center an element that is vile and bad. The boy should seek employment that will put him in more elevating company. It is not safe to defy the old admonition that we cannot play with fire and not be burned.

Then, too, work has a moral value in itself. There are many questionable ways in which to earn a

livelihood. If a young man cannot make an honest living in this wide world of opportunity he is made of exceedingly poor stuff. Every workman should feel that he is adding to society's great storehouse of wealth, that he is a genuine creator of values and not a mere manipulator. He should not be one who leans, but rather one who lifts. The unscrupulous promoter of the average get-rich-quick scheme should be banished from the realms of decent people. There is no person quite so despicable as the parasite, the leech that sucks the blood of honest toil. "The darkest hour in the history of any young man," says one writer, "is when he sits down and considers how to make money without honestly earning it."

Further, may it be urged that every boy avoid selecting an occupation that will shut him out from the civilized world. He will never be able to come fully to himself in some far-away isolated corner of the earth. It is well to be in touch with the procession of progress, and to have continually the right sort of social contact. Remoteness from life begets narrowness and a general lack of interest in men and affairs. So we must not neglect the moral value of a vocation.

Another important aspect is that of remuneration. The laborer in every department of the world's work should be fairly and adequately rewarded for his services. Any man who performs honest labor has a right to an income that will enable him and his dependents to maintain a decent standard of living. There is something wrong when a workman has to toil through long and weary hours at a wage that insures only a bare existence. Perhaps he is reaping the fruits of a mistaken choice of vocation; or it may be that things need readjusting in the world of industry. At any rate, there is always the danger of the boy's getting into an unprofitable field of work. If he is a forward-looking youth he will

**Adequate
Remuner-
ation**

guard against such a misfortune by selecting an occupation that is sufficiently remunerative.

There is no escaping the temporal obligations of life. Providing for the material side of one's existence and safeguarding it are fundamental. Man must live, whatever else he may or may not find time and opportunity to do. And the phrase "to live" has come to be so big in its scope that it means literally the supplying of a thousand wants. The modern standard of living is high, and so the laborer's earning capacity must be correspondingly high. Here, again, the vocation figures vitally. Whether or not a man is to live in comfort and surround himself with some of the modest luxuries of life depends almost wholly on the financial possibilities of his occupation.

Whether he will admit it or not, it is perhaps a fact that every normal youth expects to be some day at the head of a family. It is one of his great privileges, and it comes as a kind of inevitability with the years. The time will arrive when he will have a group of loved ones who are dependent upon him for their maintenance. And what a splendid thing it will be if he can house them under his own roof. His earning capacity will determine whether or not this is possible. No income is adequate which renders it out of the question for a man to own a home. And there are many vocations that make such possession a remote dream of the future; they are to be avoided. Many do not own the homes they live in because they are unwilling to practice such economy as would thereby be imposed on them. But there are thousands of others who would be willing to make the sacrifice, if it were not for the fact that their incomes forbid.

Furthermore, the man of tomorrow will be in a position to provide for old age. When it requires every penny of a man's wages to take care of the

pressing needs of the day, putting something by for the future can scarcely be thought of. And unfortunately this is the deplorable limitation of the majority of working men. They live from hand to mouth, of necessity, having little or no margin above current living expenses to make them secure in case of misfortune or sickness. The best way to avoid this humiliation is to select and qualify for a vocation that is adequately remunerative.

It is often to a young man's advantage to begin on comparatively low wages, provided there is good prospect for future advancement and increased remuneration. Ultimate gain may more than compensate for temporary sacrifice. The man with foresight will recognize that the total yearly income is more significant than the daily wage, and that life-pay is more important than either.

How it pays to begin, if necessary, on a mere pittance and then work and wait, is aptly illustrated in an incident related by John Wanamaker:

I had a boy working for me at \$3 a week, and one day his father, who was loom boss in a factory, came to see me and said he guessed he'd take his boy out; he could make more in the factory.

"How much?" I asked.

"Four dollars a week!"

"Well, let him alone and he'll be getting five dollars a week here after a while."

When the boy was getting \$8 the father came again, and again I persuaded him to leave the boy with me.

When the boy was getting \$10 a week the father came again and said he was going to take the boy away.

"What for?"

"He isn't making money enough."

"What will you do with him?"

"Put him in the factory."

"How much will he get?"

"Twelve dollars first; fifteen afterwards."

"Any more?"

"Yes; he may get to be a loom boss."

"What will he make then?"

"Seventy-five dollars a month."

"Well, let the boy alone; he'll be getting a hundred dollars a month here some day."

I had the hardest time to get that man to leave the boy; but we are now paying the young man \$1,000 a month.

**Service
and the
Occupation**

Today the world measures the worth of an individual career in terms of service. It has come to be the highest criterion of success. It is neither riches, fame, nor power that truly determines greatness of soul. Thackeray reminds us that the rich man may be a vulgar clown and that the fool is often elevated to a place of power. So wealth and prestige are not necessarily indicative of worth; but service, unselfish devotion to the community, is an unfailing test of personal quality.

Money, however, may be a means to the end of service. The man who has a competency can devote more attention to civic affairs and matters of social betterment than his neighbor who toils early and late for a meagre livelihood. All worthy labor is service; we must not forget that. But neither must we lose sight of the fact that there is some contribution to be made to the common cause in addition to one's quota of daily toil. There is a vast amount of special work to be done in the community, in the state, and in the nation, by those who are competent and free to do it. And it hinges largely on the vocation; happy is he whose work permits him to be a genuinely serviceable unit of society.

A man cannot come fully to himself when his working day is long and exacting and his income woefully small. It is an extremely hard struggle to meet the demands of those dependent on him, to say nothing of voluntary work or contribution. With the man of tomorrow the opportunity for service will be a weighty consideration in his choice of a life's work.

The opportunity for congenial home life is another important characteristic of the ideal vocation. The working man's happiest hours should be spent at his own fireside. If his labor requires him to be away from his home and loved ones for days at a time, he is denied one of the most exquisite joys of life. There is no human association to be compared with that experienced within the confines of the family circle.

**The
Home
and the
Calling**

Not only is home life a great source of happiness; it is also a remarkable power for good. There is no subsequent training that the child will ever get that will be so vital to his future as the discipline he has received in the home. Habits and ideals formed here will influence his very destiny, and to that extent effect the stability and strength of the nation. Hence the great parental obligation of him who stands at the head of a family.

To discharge properly this high calling the father must have work that is not so burdensome and confining as to leave him little or no time to devote to family duties. Especially must he have an occupation that does not take him too frequently away from his home. But, unfortunately, many men's vocational pursuits seriously interfere with their duties as fathers. It is said that the average American home has become a mere lodging place. One result of this is the turning loose upon the city streets of thousands of the country's youth. "The boy without a playground," says G. Stanley Hall, "will grow up to be a man without a job." Why do we have this demoralized condition? Chiefly because the father's vocation prevents him, in one way or another, from building up and maintaining an ideal home. There is involved here a great social obligation that should influence every young man in the choice of a calling. In taking

conscientiously this important step he is discharging not only a duty to himself, but to a generation yet unborn. Let us hope he will have the wisdom and the foresight to recognize it.

**The
Question
of Access-
ibility**

Another consideration that should have bearing on a young man's choice of vocation is its accessibility. In theory, every one should find his calling and prepare for it, regardless of circumstances; but in the practical working out of things there are often certain limitations to be taken into account. For example, if the cost to prepare for a particular line of work is excessive, it might be advisable for the boy to select some other occupation in which he might succeed nearly as well and for which he could prepare at a fraction of the cost. Or, again, preparing to pursue a special type of work might involve sacrifices that in the nature of the case a young man could not afford to make; if he is already established in a fairly profitable pursuit, it would probably not pay him to throw away his experience and begin all over again. In any case, all the evidence must be weighed before a decision is arrived at.

What has just been said must not be construed to mean that a boy is to follow the line of least resistance. Not at all. If necessary he must make great sacrifices in acquiring a training that will qualify him for his life's work. Had Lincoln chosen to follow the easy way that led to the occupation of blacksmith—and this was what his parents urged him to do—rather than the more difficult path that led to the law, his name would not be today a household word. He was willing to struggle, and to struggle hard, in order to get into a field of bigger opportunity. To choose a certain line of work because it might be easily accessible would be the height of folly, but on the other hand, it must not be forgotten that unusual

inaccessibility might in rare cases warrant young men in refraining from selecting what would otherwise be highly desirable vocations.

These, then, are some of the things that characterize a good vocation. The man of tomorrow will note them carefully, and, better still, he will adopt them as the standard of desirability. For to ignore them would be to fail in a sacred duty to himself. Choosing a life's calling is fraught with the most far-reaching consequences. Says G. C. Eggleston:

**Conclu-
sion**

The choice of the business determines the life of the man. It limits him on every hand, moulding him physically, intellectually, and even morally sometimes; it determines how much and what kind of work he shall do; how much leisure he shall have; what books he may read; what his associations are to be, and in a hundred other ways affects his daily life to the end, and shapes his character far more certainly than even his previous education has done.

PART V
A STUDY OF VOCATIONS







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PLOWING THE MODERN WAY. AT NIGHT

CHAPTER XIV

AGRICULTURE

About one-third of the entire population of the United States live on farms. This vast army is engaged in one of the oldest and most necessary vocations to which men devote their labor.¹ Existence without the service of those engaged in any other occupation would 'be possible, but without the product of the farm we could not live. The farmer produces nearly all the raw materials that are used to feed and clothe humanity. Thus, he directly or indirectly supplies two of the three primary wants of the race. Prosperity in agriculture stimulates the prosperity of nearly every other industry and occupation. Let the farm crops fail for a single year and there is sure to follow a period of depression in the other departments of the world's work. Every one's welfare, in a measure, waits upon the success of the tiller of the soil.

**A Basic
Industry**

Not every young man will be able to choose farming for a life's calling, nor will every young man wish to. As the years go on relatively fewer men are required for the vocation of agriculture. Machinery is fast taking the place of hand labor in the tilling of the soil, leaving more and more men to turn their attention to other pursuits.

**Machine
Versus
Hand
Labor**

The result of labor-saving machinery has been that whereas the farmer of 1855 had to work on an average

¹"When tillage begins other arts follow. The farmers, therefore, are the founders of human civilization."—Daniel Webster.

of four hours and 34 minutes to raise one bushel of corn, the farmer of 1894 could produce it in 41 minutes of labor.¹

Approximately one man out of every three should be a tiller of the soil. It is highly important that he be the one who is best adapted for farm life. Let us inquire, then, what this vocation will demand of the successful agriculturist, and what it has to offer him in return for his labor and industry.

Love of
Outdoor
Life

First of all, a young man to be successful in farming must have a genuine love for the great out-of-doors. He should take keen delight in being close to nature in all her moods. Few of his waking hours will be spent indoors; his labor is with the soil and its products, and he moves ever among the domestic creatures that populate his fields.

Farming is a strenuous sort of life. The man who follows it for his livelihood must keep on the move, and in all kinds of weather. If he is adapted to his vocation he will feel that he is getting daily compensation; if he is not, it will be a life of drudgery to him.

At some time in his life nearly every man, young or old, has a secret ambition to be a happy and independent farmer. He has a notion, especially if he has not been reared on the farm, that all tillers of the soil are contented and prosperous. This is a mistake. Farm life has its decided drawbacks. No one should venture into it blindly, lured by an idealized picture of sunny days and sleek cattle in green pastures. There are "ups and downs" on the farm—many of them. Let the young man who is looking farmward be certain that he would find joy in toiling in the open, through sunshine and shower, in the heat and in the cold.

¹Gowin and Wheatley, *Occupations*, p. 38.

The farmer is often pointed to as the most impractical of all men who have commodities to dispose of on the market. He has not fully developed the modern system of collective bargaining that is used so efficiently in most other industries. In a word, he is, in the average case, a poor business man. This shortcoming is probably a matter of training. It seems to be a somewhat general custom among farmers to let things go at loose ends.

**Business
Ability**

But the farmer of tomorrow will be a business man, as well as a tiller of the soil. He will know how to buy and how to sell. He will keep in touch with the market, and make his transactions at a time that is most opportune. He will keep books and take stock, just as any other man who is engaged in an important activity. The farmer who has not something of the business instinct is likely to be a mere slave of the soil.

Keeping machinery and implements in repair is no small part of the farmer's work. To send every broken tool to the shop for repairs is both expensive and wasteful. The man who can sharpen a plow point or mend a broken pitman rod has a resource that is almost indispensable. So the agriculturist should possess, among other natural qualities, a certain amount of mechanical ability. He will find it one of his biggest assets.

**A Mechan-
ical Knack**

Intensive farming is fast supplanting the old and wasteful methods of extensive cultivation. The young man who succeeds in this occupation in the future will need a technical knowledge of the soil and training in the most efficient methods of going about his work. He must be a specialist, for he will find himself in competition with men who are thorough experts. The boy who spends three or four years in a school of agriculture, will be many times repaid in increased efficiency.

**The
School of
Agricul-
ture**

Agricultural schools are now so numerous and accessible that the farmer of the future will have no excuse for not being a trained expert. In nearly every rural high school a boy may get good training in the fundamentals of this important vocation. Then, too, his state agricultural college is at his service. Moreover, in these days the school is being brought to the farmer through institutes, demonstration trains, and correspondence courses.

**Income
and Inde-
pendence**

There is great wealth in the soil; and there is a crying need for trained men to dig it out. The farmer of tomorrow will essay the task with a trained hand and with scientific methods. In the United States we have hardly begun to realize the possibilities of scientific agriculture. European countries are farming intensively soil that has been under cultivation for centuries, and their average yield per acre of most crops is considerably greater than the average yield in America.¹ This should not be the case, and will not be in the near future. The man who pursues the calling of tiller of the soil is going to reap satisfactory rewards for his labor. The possibility of getting a comfortable living from a small plot of ground is being demonstrated on every hand. Even today there is hardly a more prosperous class than the farming population.

The farmer's independence is almost proverbial. He is nearly always his own boss. He regulates his

¹"Our production per acre is still far behind that of the great European agricultural countries where the pressure of population has become serious. We produced 14.1 bushels of wheat per acre in the ten-year period, 1900-09, while Germany produced 28.9 bushels; France 20.5; and the United Kingdom 33. We produced 29.3 bushels of oats, while Germany raised 50.7, and the United Kingdom 44.3; 92 bushels of potatoes, while Germany produced 200; Australia 151.1, France 133.8,* and the United Kingdom 193.8."* Lappe and Mote, *Learning to Earn*, p. 91.

*Winchester bushels.

working hours to suit his convenience, except when the harvest is on. If he wishes to take a day off there is no one to forbid it. His labor is not mapped out and prescribed for him; he does his own planning and directing. If there is a slump in the business he cannot be laid off as workmen are in so many other occupations. If the fashions change the demand for his products does not cease. There is no likelihood that he will be called into the office to be informed politely that his services are no longer needed. What other occupation gives a man such independence?

In the average case, the farmer's net income is not large, but it must be remembered that he gets the major part of his living from his own farm products. And a good living it is. Cold storage products are unknown to his larder. He is at the source of the best in the land. Most of the things that go on his table he has produced with his own hands.

His old age is amply provided for. It is rarely that the average farmer is dependent in his latter years. If he succeeds in the productive period of his life, he can enter his declining years with a feeling of security. There will be no poorhouse staring him in the face.

The farmer's home is still his castle, and not, as with the workmen of many vocations, a mere lodging place. His days are spent in the midst of his family, sufficiently removed from the din and distractions of the city. It is conceded that the farm is one of the very best places to rear a family. The boy learns to work and acquires habits of industry, thus laying a foundation for a successful career.

**Home
Life and
Service**

There is no truer servant of humanity than an honest farmer. Without his labor the race could not survive. Of all producers he is the most indispensable. He earns his living by the sweat of

his brow and is satisfied with a fair profit on his labor. If he does his work well his contribution to the progress of the nation is as substantial as that of the statesman or the editor.

**Making a
Start**

Should a farmer's son decide to follow in the vocational footsteps of his father, his problem is not extremely difficult; but if a youth who has been reared in the city decides to be an agriculturist, he will be puzzled to know how to begin. In making a start two things are necessary: first, a piece of land; and second, a knowledge of the fundamentals of farm methods and activities. The young man who grows up on a farm will have the advantage in both respects.

But it is not presumed that every farmer's boy will remain on the farm. Many of them will make better lawyers, business men, and engineers. On the other hand, there are many city youths who would make excellent tillers of the soil, but who drift into occupations in which their success is limited. There are needed on the farms young men with the proper adaptability, whether they are recruited from the city or from the country.

If a young man has capital to begin with, there is always land to be purchased. For him the prospect is encouraging. But it is not easy for the boy to begin single-handed. Land is rising rapidly in value. The day has passed when a fertile tract may be had for the asking. However, there is still opportunity for the American citizen to use his homestead right. Scores of young men, who have backbone and grit, make promising beginnings in just this way. Such opportunity to acquire land, however, is now practically limited to the West.

Another way for the boy to make a start is to farm a piece of land as a tenant, either paying a cash rental or running it on shares. Still another way is to begin as a farm hand. In this case the

boy could both learn and earn. Through the practice of thrift and frugality he will be able, especially if he uses the easy payment plan, to invest later on in a few acres of his own. In any event, there will be difficulties to overcome; but the young man who has a genuine desire to be a tiller of the soil will not let obstacles stand between him and the pursuit of his calling.

There is too great a tendency for the country boy to move cityward and the city boy to remain where the streets are narrow and the population is dense. About seventy per cent of Chicago's professional men were reared in rural districts. But happily the modern farm is coming to be more and more attractive, and it is hoped that the tide will soon turn and the drift of population will be in the direction of the free and wholesome country.

**"Back to
the Farm"**

Some vocations are declining in importance and opportunity, and are to be avoided for this very reason. But agriculture certainly is not one of them. As long as civilization endures we shall need men to till the soil. All the indications point to a new and prosperous era in farming.

The city can now boast of few conveniences that a prosperous rural community is not in possession of. In fact, good roads, automobiles, and inter-urban railways are giving many farmers all the advantages of suburban residents. Today many country homes are equipped with all the modern conveniences that can be found in the city home. It can no longer be said that rural dwellers are out of touch with civilization.

The Government, both state and national, is taking an active and practical interest in agriculture, co-operating with the farmer more extensively than with the workman in any other occupation. Many of his perplexing problems are being solved by Government experts. And what other occupation has

maintained at the state's expense a magnificent school which is devoted almost exclusively to its interests? Farming is deservedly a favored industry. It has a most promising and attractive future, and should be earnestly investigated by every young American.



BUILDERS AT WORK
Laying the Corner Stone of a Modern Office Building

CHAPTER XV

THE BUILDING TRADES

We shall give our attention in this chapter to the building crafts. Men in these vocations work with both head and hand, and hence stand about midway between those who pursue professional callings and those who work at physical labor. The builder has, therefore, a balanced occupation. His work is, in the main, physically invigorating, while at the same time it keeps him mentally alert and progressive. This consideration in itself should command the careful attention of the young man who is seeking a desirable vocation.

**The Work
of the
Builder**

One of the distinctive characteristics of our modern civilization is its wonderful achievements along the line of structural work and building. The modern home with all its remarkable conveniences, the skyscraper and the factory, designed to house in comfort the thousands who work indoors, and the elegant theatre in which we meet occasionally for an hour's respite from the stress and toil of the day's labor—are all products of our own era. Millions of hands and some of the best brains of our country have contributed to this magnificent work.

Not fewer than a million and a half of sturdy men are engaged in the wholesome task of building our dwellings and larger edifices.¹ There is a sharp division of labor in the field of the building crafts.

**Kinds of
Building
Trades**

¹"In our country we find a million carpenters and joiners, a quarter million masons, over one hundred thousand plumbers, a third of a million painters and decorators."—Gowin and Wheatley, p. 163.

Specialization is the keynote to efficiency here as it is in virtually all other human activities. More than a dozen types of artisan contribute to the building of a modern structure. Each one gives expert attention to the details of his special task, and thus are convenience, elegance, and durability assured.

It is the carpenter's business to attend to all details of wood work. He sets up frames, lays floors, makes partitions, et cetera. In the case of a frame structure he is very largely the builder.

Any part of a building that requires the use of stone, brick, or cement is attended to by the mason. Since this is peculiarly a cement age the mason's labor figures as largely in all kinds of structural work as does that of any one of his fellow craftsmen.

The plumber's work consists in pipe-fitting, and in the installation of heating plants and sanitary devices.

The painter paints and varnishes all woodwork, both inside and out. He is often a decorator as well. But since decorating houses has come to be a specialized field by itself, we may now distinguish between the painter and the decorator.

The structural iron-worker puts together the parts of large steel structures.

It is the work of the electrician to wire buildings of all kinds, and to install electric fixtures.

The contractor assumes the entire responsibility of the erection of a building. He is the general overseer who attends to matters of business as well as to construction. Often he lets out parts of a job to sub-contractors.

So closely allied are these various branches, in the way of opportunity and requirements, that it will be quite practicable to give them a general treatment.

To excel in any one of the foregoing trades a young man should have a strong natural tendency to mechanical work. If, when he swings the hammer or tugs at the pipe-wrench, he feels as if his labor is a burden, that he would be happier in some secluded office—it is very probable that he is a misfit. There are some boys who like to be nearly always occupied with books or other mental activities, and there are others who feel like prisoners when they are confined within the four walls of a school. The latter long for the freedom of out-of-doors; they are eager always to be handling material things. Even in their play they construct little mechanical devices—miniature derricks, wagons, or kites. The whole current of their energy runs in the channel of construction. This is a natural instinct that no amount of training can impart to the boy whose major interest is in mental work. The lad who exhibits tact and common sense in the construction of a play-house, and who takes keen delight in the activity, will probably grow into a man who will possess the same instinct for putting things together on a larger scale.

A Mechanical Bent

In his school work such a youth would likely be more interested in mathematics and drawing than in any other of his subjects. There are too many boys who, because they cannot learn to write and speak grammatically or recite history fluently, consider themselves stupid and hopeless. It may be that just such boys have bright futures before them in the field of the manual arts. It is here they are needed, and it is here they will be able to satisfy themselves and to serve humanity.

Men in the building trades are manual workers. They devote their lives to physical toil. They have soiled and calloused hands. White collars and kid gloves are no part of their working apparel. When they come home at night they are grimy and fa-

Willingness to Work

tigued. The work of plumbers, in particular, takes them often into musty and unsanitary nooks and corners. Men who are natural builders and who take joy in their work are not averse to hard and rough toil. It is only the misfit who is envious of the genteel life of the bank clerk. The boy who shirks physical labor and abhors dirty hands had better not aspire to the calling of a craftsman.

Thoroughness

Careful attention to detail on the part of the artisan is absolutely imperative. The man who cannot be painstaking and accurate has no moral right to be a builder of anything. It is well known that a carpenter, plumber, or mason may do inferior work and cover up the defects. This is more than a mere failure to be accurate and careful; it is wilful and dishonest neglect. The youth who is naturally scrupulous in doing his tasks thoroughly has a quality that is demanded of every good builder. Of course, it must be remembered that while some have an inherent tendency to thoroughness, such a quality is largely cultivable in any person. In any event, it is a desirable characteristic in the man who in any way contributes to the erection of a home or of a business block or of any kind of structure whatsoever.

The Training of the Craftsman

Before any young man enters a building trade he should have completed at least a high school course. This much training for the artisan is conceded by most people to be necessary. The youth who enters his life's work without a substantial foundation does so at his vocational peril. Seldom, if ever, should the boy leave his high school course unfinished to become an apprentice at a trivial wage. Few will question the wisdom of this advice.

The clash of opinion comes when we urge a technical training for the boy. There are those who believe that the best preparation comes from serving an apprenticeship with a good master workman.

There is little doubt that it is a highly efficient method for securing practical training. But there are many advantages that recommend several years of study in a good technical school. Let us note how Mr. Fowler, author of "Starting In Life," puts the case:

Let us take two boys of equal capacity and equal trade opportunity. One spends, say three years, in the technical school, and the other enters the shop immediately after graduation from the common school. The latter boy has three years' trade-start of the other. At the end of three years the first boy, educated and schooled for his work, enters the same shop. In shop experience he is three years behind the other, and for one or two years the untrained and unskilled boy may be his superior; but at the end of five years the boy especially trained, with a solid technical education back of him, will outstrip the untrained boy two to one, all things being equal.¹

Today hundreds of high schools are equipped with mechanic arts departments. There is no reason why the boy should not get at least a part of his mechanical training as a part of his regular course. If he can attend a technical school and get a more thorough discipline in the principles of his trade, he should by all means do so. The public is demanding that the schools afford practical training for young men, and they should not be slow to take advantage of their opportunities.

Laborers in all branches of the building trades work by the day. The wage scale varies somewhat with the locality. The question of wages is largely under the control of the various industrial labor unions.

Remuner-
ation

The young graduate from a good technical school can, after a few months of actual work, command as much as three dollars a day, while the young apprentice in his first year will earn less than half of

¹Nathaniel C. Fowler, Jr., *Starting in Life*, p. 369.

this amount. For the journeyman, or master workman, there is a considerable range in the scale of wages. The average length of the working day is eight hours, and the wage per day varies from three dollars to seven. A conservative average would be perhaps about four dollars a day.

Whether a man is a plumber, a carpenter, or a laborer in any other branch of building, his earnings per day will be about the same. There is some variance in the annual income, however. For example, the painter can seldom find steady employment the year round, and hence his total earnings for the year will be materially cut down. A seasonal occupation is always a handicap, and in most cases to be avoided.

An exception should be noted here. The contractor is not on a daily wage schedule. He is one man in the building trades who is assumed to have a measure of business ability combined with his craftsmanship. So his remuneration is as a rule relatively high. Contractors are in most cases prosperous men, sometimes even men of wealth.

**All-Round
Develop-
ment**

It has already been observed that the builder's work affords him unusual opportunity for the union of head and hand. While he is getting a disciplining of the one, he is acquiring a dexterity of the other. His labor calls for concentration, whether he is sawing a board, putting a brick in its place, mixing colors, or fitting a pipe.

The artisan develops resourcefulness. The conditions under which he performs given pieces of work are seldom the same. He acquires the ability to adjust and to adapt himself to new circumstances. This element of variety saves his work from the dullness of monotony. He is always mentally alert; he cannot go about his labor listlessly and hope to do an acceptable job.

Builders work almost constantly in the open, and hence they lead lives that are conducive to physical health. Many a man who was living a sedentary life has narrowly averted a breakdown by changing to an outdoor occupation. But it is seldom that one ever changes his employment to an indoor activity in order to save his health. The artisan, in most cases, gets the invigorating air and a normal amount of bodily exercise. His length of working life is considerably above the average. Most builders are good specimens of rugged and sturdy physical manhood.

There are few men who are engaged in gainful occupations that have at their disposal so much leisure time as do the builders. Their average working day is eight hours. This leaves them ample time for recreation and self-improvement. J. Adams Puffer, director of the Beacon Vocation Bureau at Boston, comments on the builders' opportunity for growth as follows:

They are today about the only social group, except the very rich and the very poor, who have any leisure. The hard-pressed business or professional man works nights and Sundays as a matter of course and seldom restricts himself to the artisan's eight or nine hours. . . . The whole world of culture is open to the mechanic who makes good use of his peculiar leisure. When working men exhibit more generally the brain worker's alertness, we may well expect to see, not only a great number of Stephensons, Franklins, and Edisons emerging from their ranks; but in addition persons of the type of Bunyan and Hugh Miller, who, while still continuing to be artisans, achieve enduring fame in other fields.¹

¹J. Adams Puffer, *Vocational Guidance*, p. 206.



MACHINISTS AT WORK IN AN AUTOMOBILE FACTORY

CHAPTER XVI

THE MACHINE TRADES

Very closely related to the building trades are the machine trades. In either field skilled labor is demanded. A young man who could attain proficiency in the one could probably be equally successful in the other. In either case there is the same balance of physical and mental activity. What was said in the preceding chapter touching qualifications and necessary training would therefore apply here with almost equal force. Also the two types of labor are about equally accessible to the ambitious boy.

**Allied
Trades**

We shall have space here to discuss briefly only four of the more important of the machine trades.

Blacksmithing is one of the oldest of the machine trades; indeed, nearly all of the others have grown out of it. The work of the blacksmith is essentially that of repairing broken implements, and machinery, and shoeing horses. It is obvious that a workman of this kind is needed in every community.

**Black-
smithing**

The majority of blacksmiths have learned their craft by serving an indefinite term of apprenticeship. The boy often begins as helper, doing odd jobs that require no particular skill. After several years of service in such capacity he becomes a full-fledged journeyman. Now he either "sets up" for himself, or else remains in the shop in which he acquired his trade, on a journeyman's wages.

Many schools are equipped with a department of forging. Any young man who is looking forward to blacksmithing as an occupation, and who can attend such a school, should by all means do so. He

can thus acquire the fundamentals of his trade at the same time that he is pursuing other courses.

The blacksmith is usually his own boss, but the price he pays for this freedom is a long working day. To meet the pressing demands made on his time it is necessary for him, as a rule, to toil early and late. He is often called upon to do a piece of emergency work: the horse must be shod after regular working hours, or the broken reaper must be repaired late at night in order that it may be ready for use early on the morrow.

The smith who runs his own shop charges by the job, and usually makes a comfortable living. The hired artisan gets about three or four dollars a day. The apprentice seldom makes more than six dollars a week.

The blacksmith makes an honest living. He is in most cases quite independent. His occupation is healthful and his service indispensable.

**The
Machinist-
Black-
smith**

Gowin and Wheatley define the work of the machinist thus:

The machinist makes, assembles (fits the various parts together), and repairs tools, implements and machinery, including steam engines and electric motors, either separately or as units in a system of machinery. From his hand passes the finished product.¹

The occupation of machinist employs thousands of men in all the great manufacturing centers. Provision in some schools is now being made whereby the boy can divide his day between apprenticeship work in a shop or factory and his study in the school room. This is regarded by many educators as an ideal arrangement. Under this system the boy can learn while he earns. It provides him, moreover, with an excellent opportunity to discover his adaptability before it is too late to readjust himself.

¹Gowin and Wheatley, *Occupations*, p. 204.

Any young man who is fortunate enough to have such a chance in his own town or city should certainly avail himself of it.

Opportunity for advancement in these fields is generally good. The workman who is progressive and industrious often comes to fill the place of foreman, or even of superintendent. The apprentice usually starts on a very low wage, sometimes not more than 50 cents a day. The workman's wage depends on his skill and the importance of the place he fills. The range of pay is between two dollars and six dollars a day.

The stationary engineer operates stationary engines either in construction work or in factories. It is apparent that there is a demand for a great number of workmen qualified to perform such labor. This type of engineer usually begins his career as a fireman. Firing is hard work but it puts the young man in close touch with the trade at which he is aiming, and hence seems to be the logical sort of apprenticeship. On the other hand, there are schools of technology in which the boy may get a training that will qualify him for the work of operating stationary engines. Or a good theoretical knowledge may be obtained through a course with a reputable correspondence school.

**The
Stationary
Engineer**

This kind of work is wholesome and clean. Hours are not long, and wages are fair, the range being from one hundred to two hundred dollars a month. The opportunity for growth and promotion are generally good.

Driving and operating motor cars is a comparatively new vocation, but it is a promising one. Every motor vehicle must have a driver. In any case in which the owner does not drive his own car there is a demand for a chauffeur; and there are thousands of such owners in the United States. Then, too, there is a great need of drivers for motor trucks.

**The
Chauffeur**

The chauffeur should be not only an expert driver, but a machinist as well. He must know how to keep his car in perfect running order. So it is apparent that not every man can qualify for this kind of mechanical work. The best training for this occupation is to be obtained in a garage. The boy can there learn the mechanism of a car, and how to make repairs, and how to operate. And this is just the kind of all-round schooling that is necessary. The youth with intelligence and a mechanical instinct should develop into a competent chauffeur.

The expert driver is in great demand. There are not enough well trained men to fill the present need. The boy who qualifies himself thoroughly will have little difficulty in obtaining a remunerative position. For the driver of only fair ability, competition is very keen. One who enters this field must make up his mind to be in the first class. The best chauffeurs have steady employment the year round, while the inferior ones often have to seek another kind of work, at least for the winter months. The chauffeur's earning power grows with successful experience. The beginner receives about \$15 or \$20 a week, while the experienced man may earn as much as \$35 a week.

The life of the chauffeur is usually agreeable. He works in the open air, and gets enough physical exercise to keep him in good health. Most drivers have considerable leisure time at their disposal for self-improvement. They have association with people of the better class. Some of the chauffeur's disadvantages are the irregular hours of service, and the waiting around to do the bidding of the owner. But all things considered, the operating of motor vehicles affords a fairly good opening for the young man of the right mechanical bent.



Photograph by Underwood & Underwood, New York

INTERIOR VIEW OF A MODERN FACTORY

CHAPTER XVII

MANUFACTURING

We can hardly regard manufacturing as a single vocation; it is rather a combination of a great number of occupations. Men of a great variety of abilities unite their efforts in a common labor: production. Executives, salesmen, clerical workers, purchasing agents, employment experts, mechanics, engineers, efficiency men, and common laborers—all contribute to the vast and intricate processes of manufacture. There are three departments in this great labor: the purchasing of raw materials, the fashioning of them into the finished commodities, and the selling of the products. The first and the third are purely business activities, while the second has to do chiefly with things mechanical.

**A Varied
Field**

If a young man is inclined to commercial pursuits he will find ample opportunity in the buying and selling phases of manufacturing; if he has a clerical instinct there will be a place for him; if he is by nature a mechanic he will find full play for his talent. Hence boys of a great variety of interests and aptitudes will fit into this vast field of industry.

Some notion as to the magnitude and scope of manufacturing in the United States may be formed from estimates made by Frederick J. Allen for 1914. Quoting from his "Business Employments":

**An
Extensive
Industry**

At the present time we have approximately the following figures for manufacture in this country: Number of establishments, 340,000; persons engaged in manufacture, 9,700,000, or quite possibly 10,000,000; capital employed, \$30,000,000,000; money expended, \$26,000,000,000;

the value of products, \$29,000,000,000; and the net wealth created by manufacturing operations, \$12,000,000,000. The foregoing are very conservative estimates.¹

For scope and diversity we have nothing else in all the vocational world to match the occupation of manufacturing. Young men who are looking for profitable and pleasant places in the world's work should not fail to investigate the opportunities here.

Getting
Started

When we speak of the manufacturer it is likely that we have in mind the owner of a plant, or one who assumes the responsibility of operating the plant. This is the only sense in which we can properly regard manufacturing as a single vocation. Such a pursuit implies access to more or less capital; but this is not a sufficient reason why a young man with the right natural endowment cannot make a small beginning and in time become the owner and operator of a factory. Not every one who essays it will succeed, but many have achieved it, and so it can be done.

Edward K. Warren was a country merchant in Michigan. Among other things which he kept on his shelves for sale was whalebone. Whenever he happened to get an oversupply of this commodity, it dried and was consequently wasted. He also kept in his stock a supply of feather dusters, and at one time he chanced to visit the factory in Chicago where they were made. He was immediately struck with the enormous waste of feathers, and the suggestion of using them as a substitute for whalebone flashed across his mind. When he went back home he sharpened his pocket knife and commenced experimenting; featherbone was the result, and today he counts his wealth in millions.

This is only typical of hundreds of just such humble beginnings. To get started requires a little

¹Frederick J. Allen, *Business Employments*, p. 94.

resourcefulness and pluck; after that, persistency and determination,—and the young man is well on his way in the career of a manufacturer.

No one can hope for success in this field who is not by nature a business man. To succeed, a manufacturing institution must produce at a minimum cost and sell its product at a profit. It is a business venture; if it fails to make a fair interest on the invested capital, it must ultimately close down. Hence the man who undertakes this sort of enterprise must have real business ability.

**Natural
Capacity**

Combined with a capacity for business organization and management there should be some talent for mechanics. A man might be thorough and efficient in his conduct of the financial side of manufacturing, and yet fail in the matter of mechanical production. He should have a fair knowledge of all the processes involved in the making of his product. Otherwise he would not be a capable overseer. No one is likely to be a successful owner or employed manager of a plant who is not at once a business man and a practical mechanical expert.

In addition to this, he should have a faculty for handling men. Every factory is manned with a number of hired employees. To organize and conduct efficiently the labor force requires tactfulness and common sense. The employer who can get the good will of his men will reap the maximum of service.

The young man who aspires to the management of a factory should have an unusual training. His general education must be broad and substantial. The college graduate is today preferred over the man with equal natural capacity but with less schooling. Especially should he be well disciplined in business management. If he is an efficiency expert, so much the better. And then, if he is to have a knowledge of mechanics, he will need a training

Training

in a school of technology. These are severe requirements, but the price of success in this field is long and patient plodding.

A young man thus trained should enter a factory and begin at the very bottom and slowly work his way through all the steps and departments of the plant. This will insure a practical knowledge and serve to reinforce his theoretical schooling.

No single detail should be slighted; when the apprentice arrives at the end of his journey he is to have absolute knowledge and command of the whole industry. He will then be qualified to fill one of the most responsible and lucrative positions within the reach of the American youth. There is no short cut to this goal. Complete mastery of the entire process requires long years of toil and application.

It is the man like Thomas E. Wilson, vice-president and general manager of Morris and Company, that is in demand. The sanitary conditions of the Chicago packing plants were being investigated by a committee of the United States Senate. The Government officials exhibited "six inches of greasy string that hung accusingly from a can of potted beef."

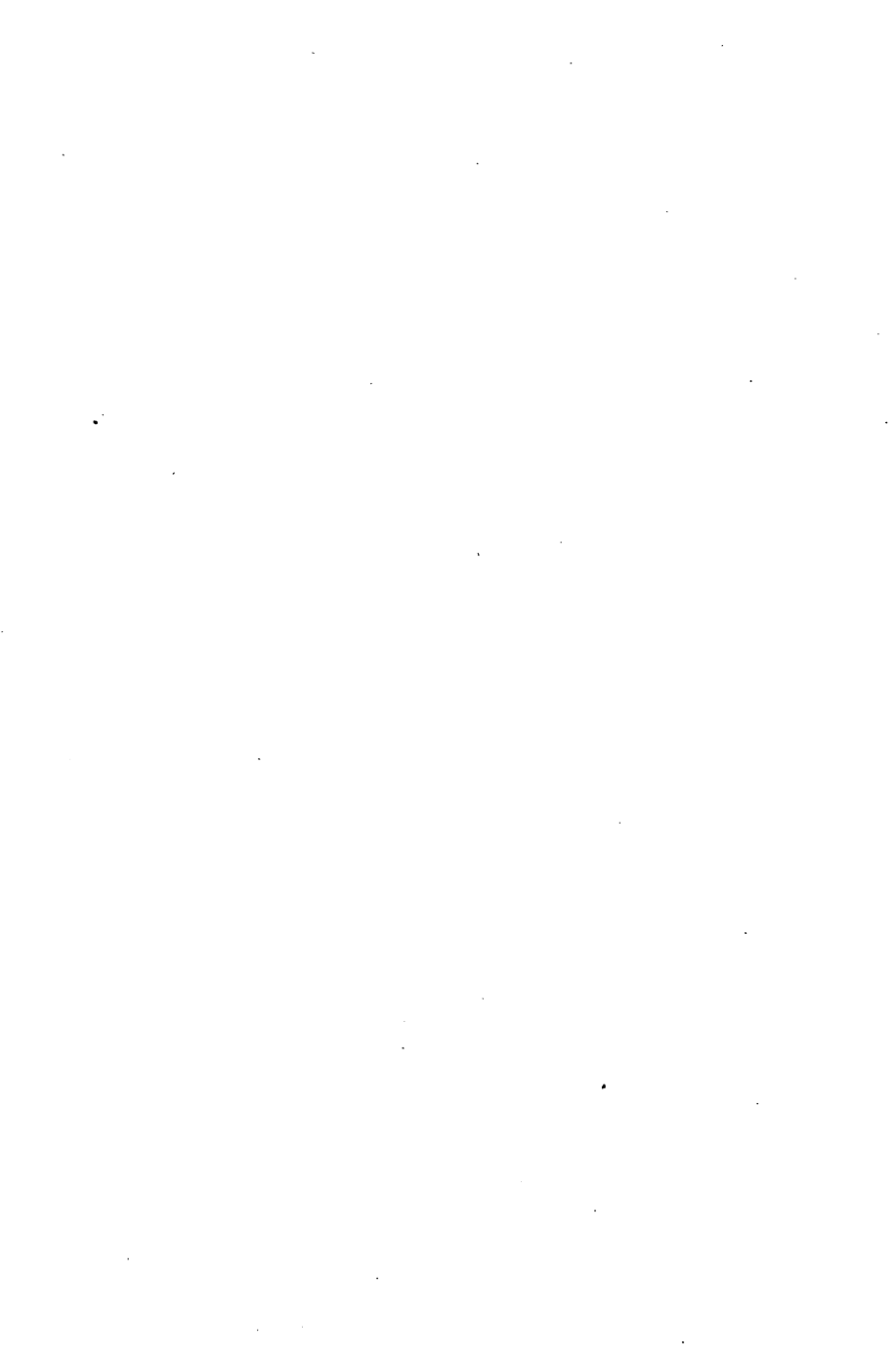
"How do you explain this?" the chairman demanded of Wilson.

"It's not difficult, gentlemen," he assured the investigators, as he faced them with a confident smile. He then explained that the string was used to hang pieces of beef where they would be kept from dirt and preserved in a sanitary condition. His explanation was accepted. Mr. Wilson knew every detail of his business.

Income

The material rewards of a man with thorough training and complete mastery are always satisfactory. He is worth more to his company than a

score of unskilled laborers. The captains of industry are willing to pay handsomely for the services of a manufacturing expert. He is little short of indispensable to his employers, for he is the balanced expert—the man of tomorrow.





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**THE ENGINEER PURSUES A WELL BALANCED
OCCUPATION**

CHAPTER XVIII

TRANSPORTATION

Transportation is a very wide field, having to do with traffic on both land and sea. We shall confine our discussion in this chapter to a single phase of transportation—steam railroading.

A Diversified Field

Even this single branch is extremely comprehensive, including in itself a great number and variety of vocations. It is so complex in its organization and activities that young men with a great variety of interests and aptitudes may find in it congenial employment. Within it are the following clearly defined departments: executive, financial, operating, accounting, traffic, legal, engineering, electrical, telegraphic, architectural, motor power and rolling stock, and purchasing.

It will be readily observed that a large amount of vocational information treated in other chapters of the book will apply here in full meaning. For example, the railroad employs a whole army of clerical workers. Their labor is not essentially different from that performed by corresponding employes in other institutions. The mechanical engineer, whether employed by a railroad company or not, must have certain qualifications that are uniformly demanded in his profession. Or, again, if a man is a well trained lawyer he can be a counselor for a railroad company or do any one of a dozen other types of specialized legal work. Hence it is that a complete description of requirements and opportunities in railroading would involve considerable

repetition. So it will be the purpose here to discuss only those matters that are peculiar to the business of transportation.

Transportation and Progress

The late James J. Hill, president of the Great Northern, said: "Railroading is the most important industry in the United States." There are more than a million and a half men doing the vast work of the many transportation companies operating in this country, and the number of employes is growing at the rate of 50,000 a year. Emory R. Johnson tells us that at the close of 1909, "the railway tracks in the United States were 350,000 miles in length, long enough to reach around the earth 14 times at the equator."¹ This exceeds the mileage of all Europe by 10 per cent, and is two-fifths of the entire railway mileage of the world. As for invested capital, few other industries can be compared with it. The railway lines have been aptly called the arteries of industry. Any serious obstruction of these vital channels would be as calamitous to a nation as the stoppage of the blood circulation would be to the human organism.

So men engaged in railroad work have the satisfaction of knowing that they are contributing to a labor that is indispensable to the welfare and growth of civilization itself. And it is wonderful to contemplate that it is all the evolution of a single century. With this great agency at our service it has been possible to make the last hundred years the crowning century in the world's progress.

Steam locomotion has been the great annihilator of distance. A trip can now be made across this great continent in four days, and with comparative ease and safety. A generation or two ago it was a hazardous and difficult journey, consuming many long weeks. Some of our early statesmen doubted

¹Emory R. Johnson, *Elements of Transportation*, p. 17.

the possibility of Oregon's being a state in the Union, on the grounds that it was so far away that national representatives would not be able to get to Washington. Now the remarkable facility of travel is known to every one. The number of railroad tickets sold in a single year, if equally distributed, would give to every person in the United States not fewer than ten railroad trips. And the educational value of this vast amount of travel is only less important than its practical value.

Fundamentally there are only two departments peculiar to railroading—operating and traffic. The business end of railroading, for our purpose, is not essentially different from the corresponding branches of any other type of industry. It is the operating department that will concern us first. This is divided into three sub-departments—roadway, machinery, and transportation.

Departments of Railroading

The roadway work occupies the attention of section and repair men and signal maintainers. This is all outdoor labor and hence is usually healthful and invigorating. The danger of accident is comparatively small. Most of this labor is unskilled and hence competition is lively and wages low. Much of the work, however, is in the nature of construction, such as bridge repairing, and requires the services of the skilled artisan. The signal maintainer must be somewhat an electrician. His pay therefore is better, often amounting to one hundred dollars a month or more.

Roadway

The machinery branch of railroading includes all work that belongs to the roundhouse, and also the firing and engineering phases. Roundhouse men are occupied with repair work, while it is the business of firemen and engineers to operate locomotives. The former are machinists, boilermakers, and blacksmiths—all skilled workmen. These employes earn from four to five dollars a day.

Machinery

**Trans-
portation.**

Every engine is manned by a fireman and an engineer. The former might be regarded as a kind of apprentice to the latter, since every engineer has received his training while working in the capacity of fireman. Firing is extremely heavy work; to be able to withstand the strain a man must have a powerful physique. His wage is about three dollars a day. The most hopeful thing about his job is the chance it offers for promotion.

The work of the locomotive engineer is regarded by some as being nearly an ideal vocation from the point of view of service, development, and growth. His work is very much in the open air, it is fairly remunerative, it brings into play both head and hand, it keeps him keen and alert, and it creates in him a wholesome sense of responsibility. The candidate for this position must undergo a physical examination that is especially rigid with respect to sight and hearing. The engineer should be a man with a cool head and a steady nerve, for often he gets in critical places, and at times, too, when he has in his safekeeping hundreds of human lives.

The laborers in the transportation division are the yardmaster and his switchmen, the conductor and his brakeman, and the telegraphers and tower men. A faithful brakeman, who stays persistently with his job, may look forward to becoming a conductor. In the scheme of promotion that maintains, merit and seniority are the considerations that determine succession from lower to higher places. The competent man who is "next in line" always fills a vacancy. There is perhaps no more dangerous work in railroading than that performed by the switchman. "The average life of a switchman is about nine years, when he is either killed or has become incapacitated from injury."¹ His

¹Gowin and Wheatley, *Occupations*, p. 111.

daily earnings are about three dollars. But the man who gets to be a conductor has a very desirable place in the transportation department. He will keep his position through a term of faithful and competent service. His daily wage will be in the neighborhood of five dollars, or even better.

In the traffic department of railroading there are also many excellent openings. Employees in this division work chiefly in offices. There are two sub-departments: passenger and freight, the latter being far more important from the point of view of earnings to the companies.

**Traffic
Depart-
ment**

The station agent is an important employe in the passenger department. In small towns he has a number of duties, such as selling tickets, attending to freight, and checking baggage, but in large cities there is a division of this labor among a number of employes. The average earnings of this class of workers is about \$2.50 a day.

The freight department employs another great army of men to handle the enormous traffic of that division. Their income and general opportunity are not unlike those of the men in the other department of traffic. Employes here must be familiar with rates and have a knowledge of rate making and the general business of traffic handling.

Railroading offers many opportunities to young men who are willing to begin at the bottom, and then to work and wait. Though the wages are good, yet they will not enter the field for the purpose of making money. No matter where they begin or end, they will be only employes, and hence on a salary basis. Except in the case of stockholders, it is only rarely that a man makes his fortune in the business of railroading.

**Oppor-
tunity to
Rise**

A system of promotion based on length of service and efficiency is in operation in railroad work from the top to the bottom. Not a few geniuses have

begun with the very lowest round of the ladder and climbed ploddingly to the top. Railroad employes are given ample opportunity to demonstrate their worth to the company. When Herbert H. Vreeland was twenty years of age he shoveled gravel on a construction train. He is now head of the consolidated street traction service of New York City. This man did not spring into eminence in a day; he worked for promotion, and received the reward of persistent labor.

James J. Hill said that one of the most difficult problems managements have to solve is finding competent men to fill responsible places. Those who have achieved distinction in this field have been men who have loved the work, who have seized every opportunity to get familiar with the whole system, and who have been willing to do more than has been required of them. "The man who is content to do merely the work before him," said President Hill, "even though he does it well and thoroughly, is the sort who will come to a standstill very early so far as advancement is concerned."

**School
Training**

A young man who is looking forward to a place in the operating department of railroading should be mechanically inclined. Education in a technical school is the best kind of training for him. He can begin, of course, as an apprentice and learn in the hard school of experience, but a technical course is always advisable. And a general education is altogether indispensable to the boy who is ambitious to work his way to a position that is worth while.

**Disad-
vantages**

There are some disadvantages in railroading that should not be overlooked by the young man who is seeking a desirable vocation. In the first place, it is not a money-making pursuit so far as the employe is concerned. Very likely the same effort

put forth in some other direction would bring bigger financial returns. So the man with the money-making instinct should look to fairer fields. But it is possible, in most departments, to make a good living, and this satisfies most men.

Railroads operate, as far as many of the departments are concerned, seven days of the week. This means that hundreds of employes cannot have Sunday off, nor even time for needed recreation. The successful railroad man becomes so absorbed in the system that it demands all of his days and nearly all of his waking hours. He has little opportunity for any outside activity. This feature is not a characteristic of an ideal vocation.

Finally, it must not be forgotten that railroad-ing is hazardous. This, of course, has reference only to employes in the operating department.

In 1897 one railway employe was killed for every 486 employed; in 1907 one for every 369. In 1897 one trainman was injured for every 30 employed; in 1907 one for every 19. The casualties among trainmen are particularly high. Thus in 1897 one was killed for every 165 employed, but by 1907 the number had fallen to 125; while in 1907 one trainman in every eight employed was injured, as contrasted with 12 for 1897.¹

¹Scott Nearing, *Social Adjustment*, p. 227.





THE INTERIOR OF A BANK

CHAPTER XIX

BANKING

Of all commercial occupations banking is one of the most indispensable. Its chief function is to facilitate business by keeping in circulation the media of exchange. It deals in both currency and credit. Most people are surprised to learn that only one dollar out of twenty-five involved in trading transactions is currency, the twenty-four being credit. And herein is the bank's opportunity to conduct a paying business. Besides receiving deposits and making loans the ordinary bank engages in other kinds of finance, such as issuing notes and dealing in exchange, domestic and foreign.

**The
Business
of a
Bank**

There are several kinds of banks. The following is a list of the chief types operating in the United States:

Federal Reserve banks,
National banks,
State banks,
Loan and Trust Companies,
Savings banks,
Building and Loan associations,
Private banks.

From the point of view of a vocational study these various banking institutions are essentially alike. It will not be necessary to treat each separately.

A bank has the following departments: paying, receiving, discount or note division, collections, loans and discounts, stocks and bonds, foreign exchange, credit, information, bookkeeping, and advertising. These divisions are very intimately related in any bank. In a small institution these functions all

**Depart-
ments**

merge in the persons of one or two individuals. The main officers and employes of a bank are: a president, who is the executive head; one or more vice-presidents; a cashier, who is the superintendent; discount clerks; paying and receiving tellers; book-keepers; and messengers. It is the business of the latter to make collections, and to perform miscellaneous errands.

So it will be seen that a bank is a very complex commercial institution. The larger ones employ great numbers of men, having a wide range of duties. At the other extreme is the small country bank, whose working force is the cashier and his assistant. In the main, the detail work of a bank is clerical in its nature. A young man who is qualified to begin in the humblest position is a candidate for promotion through all the intermediate places to the office of cashier itself.

**Desirable
Qualifica-
tions**

In vocational guidance it is known to be unusually difficult to pick out the boy who would make a better banker than anything else. There are no pronounced traits of character or disposition that mark him off from the crowd.

Says Nathaniel C. Fowler, Jr.:

Perhaps the best advice that I can give to the boy who is considering banking is to tell him to enter banking if he is positive that he has no pronounced tendency in some other direction, and is sufficiently careful and methodical, is one who seldom makes a mistake with his pencil or with his pen, and who is reliable in every sense.¹

Accuracy is absolutely demanded of all bank employes. Most people are conceded the right to make an occasional slip, but never is it excusable in the man behind the counter of the bank. Errors are intolerable, and they should be. The banker must be as exact and careful as it is humanly possible to be. The painstaking, methodical boy should,

¹Nathaniel C. Fowler, Jr., *Starting in Life*, p. 185.

if he has some other necessary qualifications, be a success in this vocation. But without this trait certainly he would not make good.

A young man who does any part of a bank's work must possess reliability of a high order. A boy can get into the service of a bank only on the recommendation of responsible and dependable business men. This is a precaution that every employer makes sure of. In some departments of this work the temptation to be dishonest is unusually great. Many is the employe who comes to a bad end because he cannot keep his fingers out of the money till. No man is wanted in a bank in whom absolute confidence cannot be reposed.

Another quality demanded is genuine loyalty. The bookkeeper and the teller know many things that are guarded business secrets. To tell what they have occasion to be cognizant of would be an unpardonable breach of fidelity. The attache must regard himself as a part of the system and work loyally for its upbuilding and its good name.

The banker of the future will have at least a high school education. A college training would add greatly to his efficiency and his chance for future promotion. His schooling should, of course, make him a specialist in accountancy. Schools equipped to give this type of training are so numerous and accessible that any boy with ambition can pursue a course in one of them.

The average bank pays its employes larger salaries than they could command for similar service in other kinds of commercial institutions. Cashiers earn from three to ten thousand dollars annually. The bank employe will earn a comfortable living, but he will not often accumulate wealth. Banking is not essentially a money-making business, except for the stockholders.

Income
and Pro-
motion

Frederick J. Allen gives the following summary of the question of salary of bank employes:

In the lowest position in banking, that of errand boy, very young boys receive \$4 and \$5 a week. For regular messenger service the pay begins at \$6 a week or \$300 a year, increasing, on an average, at the rate of \$100 a year. Young men as check tellers, clerks, bookkeepers, and bond salesmen receive from \$800 to \$1,000 a year. The average bank employe receives about \$1,100 a year. Tellers, who must be responsible and able men usually of thirty years or over, have salaries ranging from \$2,200 upward.¹

Promotion is almost always systematically practiced. When a vacancy occurs the man immediately in line for the position will almost invariably get it, provided he is qualified. And he will be qualified if he has the natural inclinations and has lived up to his opportunities. In the majority of cases cashiers are men who have worked their way persistently from the bottom. The departments of a bank are so interwoven in their activities that thoroughness in one means a general familiarity with all. Hence the alert employe is prepared to move a step forward whenever the opportunity comes.

Nor is the chance for growth in other lines lacking. Comparatively the working hours are not long. So there is a place in the bank employe's day for recreation and self-improvement. He comes in contact with men of affairs, and gets an insight into the workings of the great financial world. Should he decide to enter business for himself, he has had an excellent training. Some boys serve a kind of apprenticeship in banks, often at a trivial wage, purposely to get the practical schooling that will fit them for the higher places in the world of finance.

¹Frederick J. Allen, *Business Employments*, p 195.

On the moral side, the banker gets a fine disciplining. The principles of honesty, integrity, and fairness are so reinforced in him that he becomes a veritable rock of dependability.

In conclusion it is only fair to name some of the disadvantages in following banking as an occupation. In the first place, the work is sedentary in its nature, and exceedingly confining. The employe is locked in from all but a very narrow section of the world. He moves along a well defined groove, experiencing little variation. The monotony of routine is seldom broken by anything strikingly new. There is nothing worse than getting in a vocational rut; and there is danger here.





A MODERN DEPARTMENT STORE

CHAPTER XX

COMMERCE

Commerce is one of the most extensive activities of mankind. It is another name for exchange or trade. In this age the world's work is divided very minutely. Practically speaking every laborer produces some one thing; some produce material commodities and others render service of another kind. But all add to the sum total of the wealth of society. Now, since every man is a specialist, it is obvious that no one can live on the product of his own labor. He must exchange it for a great variety of other things, for his needs are many.

**Commerce
Defined**

After the farmer has put enough wheat in his bin to provide him till the next harvest he exchanges the surplus for other necessities of life, such as clothing, implements, and books. Or the engineer sells his labor for money, which he spends, in turn, for the things that sustain life. Now if the farmer or the engineer had to go to a hundred producers to get the hundred commodities that he is in constant need of he would be put to endless inconvenience and expense. Men long ago discovered that they could be saved all this bother, and the result was a new vocation—merchandising. The merchant gathers a great number of the necessities of life under one roof, where the purchaser can come and be supplied with little inconvenience.

But no man can engage in such business merely for the accommodation of others; he must make a living by getting a fair profit on what he sells. So merchandising has come to be a gainful occupation.

**Whole-
saling
and
Retailing**

There are in the United States about 800,000 retail merchants and nearly 50,000 wholesale merchants. The former supply the individual consumers and the latter sell to the retailers. As a rule, wholesaling requires a greater investment of capital, and the earnings are correspondingly greater. Men turn to this who like to do things on a big scale. Some retail institutions are colossal in their scope and organization. There are retail houses in eastern cities that sell commodities ranging from a paper of pins to a threshing machine. But these are exceptional. At the other extreme is the little corner grocery store. So merchandising, in some form or other, is open to any bright young man who has a genuine inclination to devote his labor to it.

**Business
Aptitude**

To succeed in this line a boy should have a natural inclination to business. He should be of a practical turn of mind. The youth who is a dreamer would hardly succeed as a merchant. The most promising type for this vocation is the boy who is saving in his habits, perhaps a hoarder of pennies. A tendency to frugality will mark him while he is still immature. He will be a shrewd trader and a good bargain maker. This type of boy is not extremely difficult to pick out of the crowd.

The merchant of tomorrow will have great capacity for work. Industry and attention to detail are the keys to a thriving business. These qualifications were doubtless nine-tenths of what we call the genius of John Wanamaker. How he rose from an obscure poor boy in Philadelphia to be the greatest merchant in New York City is known to all. Grim determination and a willingness to work are what count in the world of commerce. John H. Ainsley, the head of a big store in Boston, says: "Every success is possible, provided the right sort of activity and intelligence is given to the work, and a

young man can make of himself just what he pleases."

The successful man of business is a born organizer. The details of his enterprise are numberless, and unless he can reduce them to system he will fail. In getting command of the business as a unit and having every detail at his finger's end, the merchant will need the faculty of the efficiency expert. Such an organizer grows up from the boy who is methodical and conscientious in his small daily tasks. These are the practical traits that make for successful merchandising.

The merchant should be a man of considerable education. He should have at least a high school training. Some hold that four years of practical business experience would be worth more than an equal length of time spent in college. At any rate, a good foundation in the school is what is needed, and after that the discipline of experience. In the high school and college the prospective merchant would do well to take courses in commercial geography, economics, and business practice. This sort of training would be sure to prove a valuable asset in his later career.

**Training
of the
Merchant**

Comparatively few merchants get into business for themselves without having served a term of years in the employment of some other merchant. The young man often makes a beginning as a delivery or cash boy. Through faithful service he gets promoted to the position of salesman, and if he proves efficient here he often accumulates a small capital and finally acquires an interest in the store. Many successful business men have gone through this very evolution. Any boy who looks forward to this vocation should be willing and even glad to begin at the very bottom; then after he has climbed to the top, he knows every detail and phase

**The
Department
Store**

of his business. This is the great advantage of starting on the lowest round of the ladder in an occupation, and especially in one with a number of departments. It always makes for thoroughness and efficiency.

The department store is a complex institution. Boys of the right mettle and training can always make entrance here. One employment manager says:

We always have more applications than can be considered. This fact enables us to make selection. Character, intelligence, adaptation, and education have first consideration. Every applicant before acceptance is examined in the fundamental principles of arithmetic and in writing and spelling.

Always there is competition and the winning out of the best fitted. Unless a young man is qualified to fill a better position, the counting room of the department store is the logical first step. From here he will be promoted as fast as his progress and his service to the institution will warrant. There is nothing surer in the world of business than that merit will in good time get its reward. It is the boy who will work and wait who finally wins.

In the department store there are several distinct lines of work to follow. The young man should get into the one for which he is best fitted. If he is naturally a salesman he should work in the selling division; if he has talent as an advertiser there will be a place for him; if his training has qualified him for bookkeeping he will begin in the accounting division. All three of these lines of work are treated in other chapters of the book, and hence it would be superfluous to present further details here.

**Disad-
vantages**

The disadvantages of a business career should not be overlooked. It is not one of the most healthful occupations. The death rate among merchants is

14.21 per thousand, as compared with 11.02 for farmers. The average for all occupations, however, is slightly higher, being 15 per thousand. Says Nelson Sizer :

No fact is more apparent than a general diminution of health and bodily vigor among our merchants, clerks, and bookkeepers. This is owing partly perhaps to an improper mode of living, such as hastily eating dinner and immediately devoting the entire mind and nervous energy to the prosecution of business; long continued mental effort without proper food; deprivation of the proper amount of sleep; the habit of smoking, etc.; but we apprehend that much of the difficulty may be traced to the want of proper exercise.

There are many failures in business; in recent years there have been upwards of 17,000 annually in the United States. They are traceable to such causes as lack of capital, incompetence, fraud, inexperience, competition, unwise credits, neglect, failure of others, extravagance and speculation. The merchant of tomorrow will be proof against these things.





THE EXPERT ACCOUNTANT

CHAPTER XXI

BOOKKEEPING

Bookkeeping is an indispensable part of every efficiently conducted business. Not a few commercial institutions have "gone on the rocks" because they failed to keep a careful record of their transactions. As a rule those business houses make best progress that keep the minutest record of their dealings. The man who has no recourse to carefully kept books is at sea; he has no means of knowing whether or not he is succeeding. With an accurate record he is in a position to keep his finger on the pulse of his enterprise, and to know on any given day how he stands with the world.

**A Broad
Field**

So the places to be filled in this vocation are numerous. Any young man who aspires to bookkeeping, though he have only average ability, will be able to find a place, without very much difficulty. For the very reason, however, that it requires only average capacity for one to succeed in this vocation, competition is sharp and wages consequently low. And the condition is aggravated by the easy entrance of women into the field.

There are three kinds of bookkeepers; the ordinary bookkeeper, the expert accountant, and the auditor. The positions to be filled by the two latter are highly desirable, but comparatively few in number.

**Three
Types of
Account-
ancy**

The young man who feels that he has something more than average ability should aim higher than the position of ordinary bookkeeper. He should, of course, not be unwilling to serve in this capacity as a step to something better, but as a final goal it is

not desirable. Clerical work becomes somewhat mechanical. If one devotes himself to it for too many years, he comes to work with the precision, regularity, and almost inanimate responsiveness of the adding machine. So it is easy for him to settle in a rut and to miss the higher success that was meant for him. Every young man can consistently demand of his vocation that it give him a fair opportunity for growth.

The higher type of accountant is something of an efficiency expert. It is usually his function to oversee a whole system, having under his direction a number of bookkeepers. He is a business supervisor, whose duty it is to inaugurate the latest and best methods of accountancy. In a word, he is a systematiser. Besides being an expert accountant, he must be a shrewd man of business. The demand for this kind of expert always exceeds the supply.

The auditor is primarily an inspector. He checks the records of other accountants, and sees that their books are kept free from error. He is an expert with unusual clerical ability. He must be qualified to size up a situation accurately and quickly.

Qualifications

The efficient bookkeeper is painstaking and methodical in his habits. The boy who has an eye for detail, who is accurate and careful by nature, is the right type for clerical work. Also, he should be rather partial to arithmetic, for he must be an adept in the handling of figures. A strong and dependable memory is another desirable characteristic. These are the chief qualities that will combine to make the bookkeeper of tomorrow.

Every clerical worker should have at least a high school education. If his training has been technical and specialized, to the neglect of his general schooling, he will probably settle to the business of book-keeping and spend his life at it; whereas if he has

laid a broad foundation, he will be more likely to see attractive new openings, and he will certainly be better qualified to enter them.

Every bookkeeper should have a thorough course in accountancy. Without this he will not be qualified for even the less desirable sort of position. Graduates from business schools have little difficulty in finding openings. Great care should be exercised, however, in choosing a business school. Too many of these institutions are in the work to make money for the managers rather than to train young people to become highly efficient accountants and to render them the service at a minimum expense. Especially should the student be very cautious about entering a private school, though many of them are equipped to give competent instruction.

Clerical work is fairly remunerative. The young man of more than average ability, however, will seldom reach his full earning capacity in this field. There are other callings in which he would likely be able to realize greater financial returns. The ordinary bookkeeper earns in the neighborhood of \$1,000 a year, a few who have some executive responsibility receiving as much as \$5,000, and others as little as \$600. Expert accountants and auditors are paid from \$2,000 to \$20,000 annually, the average income being not far from \$3,000. Those who are fortunate enough to fill these higher places receive probably as much as their abilities could command in any other occupation. These are the places in clerical work to which the ambitious boy will aspire.

**The
Salary**

Bookkeeping offers an unusual training in general business methods and practice. While bookkeepers in the majority of cases remain clerical workers for life, there are some who discover fine openings in independent pursuits. For example, one young man on leaving school went into the offices of a

**The Door
to Independent
Business**

stock feeding company to keep their books. Besides attending to strictly clerical work he was occasionally called to the outside to superintend feeding, to assist in a purchase transaction, or to attend to weighing. In this way he got a general insight into the workings of the whole system; it was not long till he resigned his position and went into the cattle business for himself. He is now making more money in one year than his former position paid him in four or five. So the man of genuine business ability should not consider bookkeeping as a vocational end, but rather as a means to something better.

CHAPTER XXII

SALESMANSHIP

Salesmanship has come to be one of the most important occupations of man. There are about 3,000,000 sales-people in the United States alone. If we count all types of solicitors, agents, and merchants, it turns out that more than one-half of all the men in the world of commerce are salesmen. In a broad sense, every one is a salesman, even if he has nothing more than his services to dispose of. When one goes in search of a job he is acting somewhat in the capacity of a salesman, and his success will depend largely on his selling ability.

**A Broad
Field**

But we are to confine our attention in this chapter to the person who pursues salesmanship as a vocation. One great army of people is engaged in the production of commodities, and another in the selling of them. Competition in all the markets has grown so keen that salesmanship has been reduced almost to a science. The success of any factory or wholesale house depends in large measure on the efficiency of its selling force. If things cannot be sold, they may as well not be produced. So the high-class salesman has come to be very much in demand.

There are two types of salesmen: those who sell to buyers who come to purchase their wares, and those who go out and solicit patronage. The salesman in the dry goods store belongs to the first class, while the life insurance agent is typical of the latter.

One of the chief characteristics of an efficient salesman is the power of insight into human nature. He has constantly to deal with people so differently

**Knowl-
edge of
Human
Nature**

constituted that no two of them are just alike. He must estimate his prospective customer in an instant, and then adapt his "selling talk" accordingly. This ability comes of a subtle power of penetration that is about equal parts natural endowment and careful training. There is certainly no formula for it; it cannot be accomplished by rule of thumb. Miscalculation in judgment of the man usually results in the wrong kind of approach, and ends in failure.

A clever salesman can often get people to purchase what they were certain in the outset they had no use for, while the tactless one might keep his customer from buying what he is really keen to possess. A sympathetic knowledge of human nature is the first essential in the equipment of a salesman.

**Honesty
and
Loyalty**

The ethics of business demands that both parties to a sales transaction be mutually benefited. Hence misrepresentation on the part of a salesman is reprehensible. It is not only disreputable, but it is decidedly bad business. Fraud might result in a temporary profit, but in the end both the firm and its representative would be losers. Crooked business is always short-lived; the same customer is not likely to be "fleeced" a second time. Every firm that is established on a solid foundation adopts a policy of absolute business integrity; and the employees must fall into line.

Loyalty to his house, whether on the road or behind the counter, is another quality rigidly demanded of every salesman. He should be dominated, first and last, by a desire to promote the interests of his employers. If he follows this policy his service will come to be indispensable, and recognition and promotion are then a matter of course. Another side to this question is absolute loyalty to the customer. He, too, is entitled to consideration. Moreover, to get and keep his confidence means permanent business for the firm. But the con-

scientious salesman must work under the sincere desire to benefit both his employer and his customer. When he fails to do this there is something wrong.

The best salesmen are men of genial personality. They are entertaining talkers, and have a subtle knack of approaching people. They are always tactful, never becoming so zealous about driving a bargain that they overstep the bounds of courtesy. If to keep silent is to add the last effective touch to a transaction, they never bungle the job by talking right on. They are enthusiastic, buoyant, and genial. Their very presence and bearing inspire confidence. We cannot say just what personality is, but we know what some of its manifestations are; we are sure it gets business for the house and promotion for the salesman.

**A Pleas-
ing Per-
sonality**

The salesman gets the most valuable part of his training in the actual service. He learns to do by doing. The finer points of his art cannot be learned from a text book. They are to a great extent a matter of endowment. They can be cultivated, to be sure, but they cannot be acquired. This is not to say that such qualities are rare; thousands of men possess them. But there are other thousands who do not.

**Theory
and
Practice**

Every salesman, however, should have a good general education. The more school training he possesses, the better salesman he is likely to be. Even a college course is an excellent equipment for the man who follows this pursuit in its higher branches. At least, every salesman should have a high school education.

The principles of salesmanship are being reduced almost to a science. There are many schools—conducted chiefly by business colleges and Y. M. C. A. branches—that now offer courses of instruction in

this new art. A training in one of them should be very valuable to the prospective salesman.

Earnings Salesmanship from the mercenary point of view, holds almost infinite possibilities. This is one occupation in which efficiency can be almost mathematically measured. Whether or not one gets results can be easily determined; and the salary varies with the ability to sell. In many instances the salesman is paid on a commission basis, and hence his income depends on his own effort and capacity. Hugh Chalmers, before he was thirty years of age, earned as much as \$72,000 a year. Many earn \$10,000, and even more. But such high class salesmen are relatively scarce. At the other end of the scale are the boys just beginning in department stores, who receive as little as six dollars a week, or even less. Between these two extremes there is a variety of incomes adapted to the wide range of selling capacity.

Advancement Merit gets quick recognition in the field of salesmanship. A good man cannot be kept down. If he has ability, he will be in a position to command, for there will be competition for his labor. On the other hand, if a man exhibits lack of ability he will be as swiftly eliminated.

Many who occupy high administrative positions in the world of commerce have begun their vocational careers as traveling salesmen or as humble clerks, errand boys, or "cash" boys. John G. Shedd left his country home back in New Hampshire at the age of sixteen and went into the world to make his fortune. He found employment with the Marshall Field Company, beginning his career as an office boy. He worked steadily "up through the ranks of clerk, salesman, department head, and partner, to the presidency of a colossal wholesale and retail house, that employs over 17,000 people."

Mr. Shedd attributes his success to persistent toil. He says "people who won't work are not worth saving."

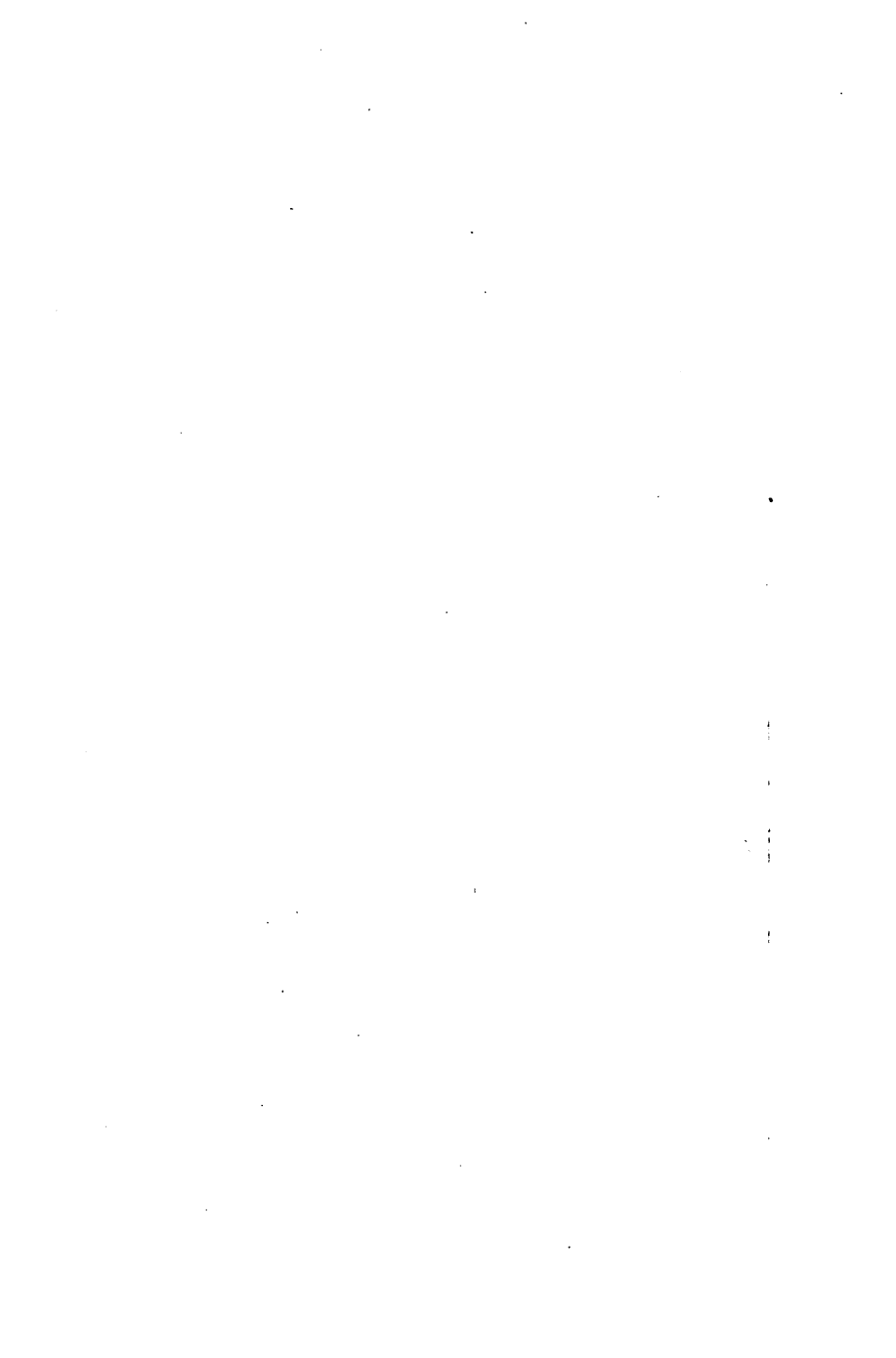
The business of selling is an energizing activity. Those engaged in it must be always alert for advantage and opportunity. They thus develop a certain vigilance and keenness of perception that cannot be acquired, to such a degree, in any other profession. Each day they encounter opposition; every sale is a triumph over resistance. And there is nothing that stimulates the growth of positive qualities as does the surmounting of difficulties. So the salesman gets a splendid mental and moral disciplining.

He benefits, moreover, through contact with all types of people, which affords him an intimate knowledge of human nature. If his work involves travel he will acquire the culture that comes of going abroad and seeing many places of interest. All in all, the alert salesman has unusual opportunity for personal development.

A peculiar advantage of the vocation of salesmanship is its accessibility. Any one with the least grain of enterprise can, with little effort, make some sort of beginning in one branch or another of this vast, diversified field. The common avenues of entrance are the positions of "cash" boy, errand boy, or perhaps a minor clerkship. These jobs, as a rule, are not difficult to obtain. Nor are they very desirable in themselves; but since they represent the first round in the ladder, they are full of opportunity. Making a start, even in a humble position, is something. Once he has a firm hold on the ladder of progress the ambitious youth cannot be kept from rising. These positions are not often "blind-alley" jobs, but rather the stepping-stones to something better.

**Entering
the Field**

The very ease, however, with which a boy can make a beginning in this occupation is a danger in itself. He is too often lured away from school by a position in which he can earn a few dollars of his own. This prevents him from getting the broad general training that is so essential to the building of a successful career. The thoughtful young man will not commit the folly of choosing "the bird in the hand" when he is taking so serious a step as entering his life's work. Many a man has failed to reach the summit of the long climb to achievement by making a misstep at the outset, and thus crippling himself for life. The man of tomorrow will avoid this mistake.





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THE ADVERTISER ILLUSTRATING HIS COPY

CHAPTER XXIII

ADVERTISING

Advertising as a commercial enterprise is a comparatively new activity. Not more than half a century ago it was a very uncertain venture, and most business men were skeptical about its efficacy. But today it is one of the pillars of commerce. The man who does not employ it can make little headway against stern competition. In a word, it has come to be a business necessity.

An
Important
Vocation

Advertising, moreover, is one of the chief financial supports of newspapers and magazines. Were it not for this source of revenue very few of them could continue publication. Nathaniel G. Fowler, Jr., estimates that there appear in the columns of all newspapers and magazines of North America, in a single year 350,000,000,000 advertisements.¹ These clipped and strung end to end would extend four and a half times around the earth. This great mass of reading matter must be written, in a more or less skillful manner, by men of expert ability. For all kinds of written advertisements the business men of the United States spend \$1,000,000,000 annually, says F. J. Frezise, chief instructor of the Inland Printer Technical School. So the business of advertising requires an enormous expenditure of money and energy, giving employment to thousands of the brightest men in the land.

There are three branches in this field: soliciting, managing, and writing. The solicitor sells advertising space to business men; the manager has the

¹Nathaniel C. Fowler, Jr., *Starting in Life*, p. 304.

general conduct of the advertising affairs of a business institution; and the writer composes the written message that is to reach the buying class.

A Knowledge of Business

The advertising man should have the business instinct as well as the power to write clearly and forcefully. He will need to have his finger ever on the pulse of the purchasing public, being able to anticipate their wants and to know what will attract them. And he must be thoroughly familiar with his commodity, else his write-up will lack sincerity and intelligence. The young man who is out of touch with the world of men and affairs, however cleverly he may be able to write, will not be successful in the business of advertising.

A knowledge of business is doubly necessary in the case of the advertising solicitor. He is little more or less than a man with a commodity for sale. If he has the qualifications of a good salesman, he should succeed. But his task is unusually difficult, for he is selling something whose value is exceedingly hard to demonstrate. So he must have more than ordinary selling ability. It is estimated that the best solicitors make not more than one sale in twenty-five attempts. This would dishearten the young man who lacked stability and perseverance.

Ability to Write

The boy who is looking forward to advertising as a vocation is thinking, in most cases, of the writing of advertisements. The requirements in this department are definite and exacting. First of all, the candidate must have genuine ability as a writer. This, of course, is an inherited as well as a cultivated quality, and if the capacity is lacking, a young man cannot hope to succeed. So the entrance to this field is barred to all but the very few. The demand for skillful composing is as rigid here as it is in the broader field of journalism. By some striking turn of phrase the writer must attract the attention of a prospective buyer, and hold it long

enough to make a persuasive appeal. He is limited to small space, and hence to deliver his message he must know the secret of condensation; he must know how to say much in little. He has to practice strict economy, making every word a telling stroke. This native talent cannot be implanted in the soul of him who is born without it; but if the capacity is there it can be developed by persistent practice.

The "ad" writer should have a spark of originality. If he is a slavish follower of convention and precedent he will never get to the top in this profession. The young man in high demand is the one who can strike out in a line, unique and original. To keep on forever adapting old forms is a mark of mediocrity; scores of men excel in this. But the one with creative genius is rare.

**Original
Ideas**

So severe are the requirements of the advertising profession that a vocational expert said he got the impression while attending a meeting of the Associated Advertising Clubs of America that the successful advertising man "must possess the general education of the statesman, the equipment of the psychologist, the taste of the artist, the eloquence of the orator, the shrewdness of the financier, the orderly habits of the accountant, and the mathematical training of the statistician."

The logical kind of training for the advertising man consists of a first class, broad school training, with special attention paid to English, psychology, and the social sciences and a practical apprenticeship in newspaper work. This will afford a discipline in writing and an insight into the psychology of society that should add materially to his equipment. The successful journalist should make a good writer of advertisements. Very often the reporter discovers a greater opportunity in this very field, and finds it to his advantage to shift.

**How to
Prepare**

Courses in advertising are accessible in most cities. Instruction can always be had by correspondence. A training of this sort would give at least a general survey of the field, and an acquaintance with the fundamentals. In any event, however, the boy will get his best development in the actual practice. If he is convinced that he has native ability in this line, the young man would do well, after making a careful study of the principles of advertising, to try his hand at writing advertisements and submitting them to some business man who may be in the market for this sort of copy. If there is a chance for him to make good, or if there is not, he will be frankly informed.

But he must not allow himself to become discouraged if he meets with a rebuff in his first venture. To keep on trying in the face of difficulty, nearly always brings a favorable turn in affairs.

**A Field of
Opportunity**

There is so great a demand for successful advertising men that some of the most remunerative positions in the land are going begging. This great business is just coming into its own, and the future will bring even richer opportunity.

Advertising solicitors earn as a rule from one to five thousand dollars a year. Managers earn even more, seldom receiving less than \$2,500 a year. Among the writers of advertising matter, competition is keener, and the income therefore, lower. All in all, this vocation compares very favorably with others from the point of view of remuneration.



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IN THE CIVIL SERVICE

CHAPTER XXIV

THE CIVIL SERVICE

The Civil Service is a broad field. In it there is opportunity to pursue any one of a great number of vocations. The work of the Government is vast and complex, involving the labor that men do in nearly all walks of life. Any one may aspire to be a Government employe, provided he is prepared to do the work of a specialist.

**A Variety
of Pur-
suits**

The Government employs in the Civil Service alone 480,327 people.¹ It is apparent that there will be many vacancies each year to be filled by competitive examination. Also numerous new positions are being created as time goes on. Not fewer than 125,000 applicants are examined annually.

The Service is divided into a number of distinct departments. They are:

Clerical
Technical
Executive

Mechanical
Sub-clerical
Miscellaneous

In the Civil Service there is a minute division of labor. The Government will have none but experts to do its work. The door is closed absolutely to the Jack-at-all-trades, and to any other person who is unprepared for efficient service. To insure against inferior labor the merit system has been inaugurated. It is a selective process that is being rigorously enforced. It means simply what the phrase implies: a man is chosen on his merit, for his ability

¹Thirty-third Report of the United States Civil Service Commission, 1916, p. 5.

to render efficient service. No other consideration enters in. The proverbial "pull" that draws some people into lucrative positions is unknown here. Any candidate can rise to the level of his ability.

**Surveying
the Field**

A young man who looks forward to a place in the Civil Service would do well to familiarize himself thoroughly with the plan and working of the great system. It costs little besides effort on his part to do this. A request on a postal card addressed to the Civil Service Commission, Washington, D. C., will bring an abundance of reading matter bearing on the subject. The "Civil Service Manual" is perhaps the best single work for one to have in his possession. Information about the time and place of examinations is furnished gladly. Time spent in making a survey of the field will not be by any means wasted.

The young man who is not familiar with the whole field is likely to seize the first chance that comes his way, and hence fail to get into the position for which he is best adapted. Many is the man who has made a failure of his vocational life because he saw but one prospect and closed his eyes to other promising openings. The importance of making a deliberate choice, after a careful investigation of all the possibilities, cannot be too strongly urged.

**Preparing
for
Service**

It should be understood that the Government is not in the business of training men for places. It simply holds out the opportunity and tests the applicant on his fitness to fill a certain position. The candidate, as far as the Government is concerned, must get his training where and how he can. When he comes up for examination he must be qualified to enter the field at once and to do a good grade of work. In many cases men find it advantageous to transfer from the employment of private concerns to the service of the Government. They continue,

of course, to follow the same line of work, but under a new regime. With these men the problem of preparation is simple; but there are others who look forward to a place in the Civil Service before they have made any sort of preparation to enter a specialized pursuit. Their training should be of a nature that will specifically fit them for the position they hope to fill.

Many schools have sprung up in response to a demand for such training. Some of these make extravagant claims as to the remarkably short period in which they guarantee to qualify an applicant for a position, and as to the insignificant fee for enrollment. The boy should beware of this type of school. Whether he gets his training by correspondence or by direct attendance, he should investigate carefully the standing of the school in which he enrolls.

In any event the training should be adapted to the need. Too much theoretical drill might be time wasted; Civil Service examinations are intensely practical. They are designed to reveal what the applicant can do, not so much what he knows. This is not to say that a general education is unnecessary. Far from it. In many cases the man with a broad general knowledge is preferred, and the examination often tests his fitness in this very matter. This requirement is made on the theory that a young man with a good foundation will be the most efficient servant. The Government puts a premium on the ability to do things.

In general, the young man who pursues his vocation in the Government service would need the same training and natural qualifications as the one who follows a similar pursuit, but in another connection. For example, a successful engineer employed by a private concern, would be equally proficient in the Civil Service. Hence it would be

wasteful of time and space to repeat what is said elsewhere regarding the specialists in the various vocations.

Let us turn now to a consideration of the advantages and disadvantages of Civil Service employment.

**The Merit
System**

One of the distinctive features of the Civil Service is its merit system. The applicant for a place may be assured that no influence, political or otherwise, will be a factor in his appointment or dismissal. The poor have equal opportunity with the rich. There is no favoritism shown at all. In our whole Government system there is nowhere a more democratic feature than the Civil Service. This should be an attractive characteristic to the ambitious poor boy. He can secure just as high a place as his capacity and training will warrant. The only competitor he will need to reckon with is the man who is his equal or his superior.

Another advantage peculiar to this branch of the world's work is the security of office tenure. The appointee holds his place for a term of good behavior and competent service. He cannot be summarily dismissed unless there is sufficient reason for such action. When a worker feels that his tenure of office is secure he is happier and therefore more efficient.

**Self-
Improve-
ment**

In the Civil Service there is unusual opportunity for personal improvement and growth. After working hours, the employe's time is at his own disposal. He may devote it to recreation or to systematic study, as he pleases. In view of the fact that long working hours is not the rule, there is here a decided opportunity. And many a young man has used it to excellent advantage in qualifying himself for a better position in some other department of the Service. Some men even find

it advantageous, after preparing themselves, by utilizing the spare hours, to leave the Service entirely to enter some field of independent work. Thousands of Civil Service employees are stationed in cities where they have access to the best universities and colleges in the land. The facilities for self-improvement are therefore all that could be asked for.

Remuneration in the Civil Service is usually fair. The Government is not a business institution in the sense that its books at the end of the year must show a substantial profit. Hence there is a tendency except with the higher officials¹ to pay employees fairly and even liberally. The general range of salary is from \$240 to \$2,000, \$1,200 being about the average. As a rule the Government pays better for service than the same work could demand elsewhere. If a man is ambitious, however, to be a money-maker and to amass a fortune, he should turn to some other field of activity. No one can get very rich in the Civil Service.

Earning
and
Spending

This suggests another drawback, or rather regrettable condition. Very few Civil Service employees practice systematic saving. They are prone to live up to their salaries. Nor do many of them own homes. These things, of course, are not inherent in the Service; there is no good reason why Government employees should not own the homes they live in and possess a savings account. But as a general rule they do not. It is simply a condition, one that should be met and overcome.

¹The President of the United States receives a yearly salary of \$75,000. "The civil list of Great Britain's ruler is \$2,284,200, the Emperor of Germany receives \$3,143,859 annually, and the President of France, \$228,000." El Bie K. Foltz, *The Federal Civil Service as a Career*, p. 155

Lack of a complete system of promotion is another objection to the Civil Service. An applicant is examined for a certain position, with the understanding that he fill that particular place, and no other. However, he may advance within a division or bureau.

**Attractive
Features
Summar-
ized**

In his excellent book, "The Federal Civil Service as A Career," Mr. Foltz summarizes the advantages of Civil Service employment in these words:

The government employe has the added advantage of earning a comfortable living, congenial work, short hours, long vacation, ample provision against sickness, a chance to educate himself and his family, and, most important of all, time to live. The worries and haste to succeed, common in commercial life, are entirely absent.¹

¹Page 229.

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**ACHIEVEMENTS OF THE ENGINEER: THE RAILROAD, THE IRRIGATING CANAL, AND THE
HYDRAULIC ELECTRICAL PLANT**

CHAPTER XXV

ENGINEERING

The field of engineering is vast. In it there is an army of workers and a considerable number of well defined branches. About three-quarters of a century ago there were only two divisions of this great science: military engineering and civil engineering. The complexity of modern life, with its diversity of interests and division of labor, has resulted in the subdividing of civil engineering into more than half a dozen distinct branches. The total number of men now employed in these fields of labor, in the United States alone, is upwards of 100,000.

The work of the engineer is constructive; he is an organizer and a builder. He struggles with the great forces of nature and fashions her materials into instruments of usefulness. Through his genius things are often done on a gigantic scale, and at a great saving of time and energy. Without him many of our wonderful material achievements would still be dreams of the future. He is the man of action, the man who executes plans and puts theories into effective practice.

The tasks of engineering are well nigh innumerable, ranging from the improvement of a chemical process to the construction of a Panama Canal. This science has given us our railroads, with their miles of tunneling through solid rock; our irrigation systems, that have made it possible to redeem from the arid waste millions of acres of productive land; and our network of cables, putting us in communication with all the civilized world. It is also

**Achievements of
Engineering
Science**

the work of the engineer to build bridges, to construct roads, to direct the laying of sewerage and water systems, to establish steam and electrical power plants, to oversee the mechanical operations of mining, and a thousand other services that make his labor indispensable to mankind.

The remarkable feats of engineering are known to every one. Only recently, at Omaha, a double track, steel suspension bridge, 1,750 feet in length, was moved into place in 17 minutes, the operation including the removal of the old bridge.

In Idaho, the Bear Lake has been dredged to form an outlet into the Bear River, in order to increase its volume of water. And some miles down the canyon a hydraulic electrical plant has been installed, the power from which is conducted about 30 miles down into a valley, where it is utilized to pump the water from the same river to irrigate a fertile upland.

A railway tunnel five miles in length has been bored under the Hudson River. A construction gang began work at either end, bringing the two halves of the passage together, at the end of their task, with a variation of less than one inch.

In Canada, the St. Lawrence River at Quebec has been spanned with a cantilever bridge over a third of a mile in length.

The Simplon tunnel connecting Italy and Switzerland is $12\frac{1}{4}$ miles long, and in the middle is several miles below the surface. This is said to be "the greatest tunnel-boring enterprise of any age, ancient or modern, and one of the greatest of all civil engineering feats."

These feats of engineering science are only typical of what is being achieved in every part of the civilized world.

Civil engineering includes highway, railroad, and canal construction, bridge and lighthouse building, dredging of rivers and harbors, and the installing of hydraulic works.

Mechanical engineering deals with the design, construction, and operation of all kinds of machinery, also with the generating and distributing of all kinds of power, except electrical. The latter is a field by itself. "Civil engineering deals with structures or works at rest; while mechanical engineering deals with machines and motors, or works which are in motion."

Mining engineering has to do chiefly with the mechanical features of mining, such as installing and directing the operation of machinery; overseeing the actual processes of mining the ore; and providing systems that will insure health and safety.

Electrical engineering includes all processes incident to the generating and transmission and utilization of electrical power. Hence it has to do with lighting, heating, the electrification of railways, and the transmission of messages by telephone and telegraph, also with the design, construction and operation of all kinds of apparatus for the utilization of electrical power.

Sanitation engineering covers the work of safeguarding public health by overseeing the construction and operation of such utilities as sewerage systems, water works, parks, and highways. It is concerned, too, with the prevention of contagion and sickness.

Chemical engineering is a comparatively new, but very important and promising field of engineering science. It has to do with all kinds of manufacturing processes involving chemical reactions. It is a part of the industrial chemist's work to devise ways and means of utilizing by-products.

**Common
Require-
ments**

It is not always easy to draw a sharp line between any two branches of engineering; their respective activities overlap at many points. For example, it is necessary for a mining engineer to have some of the qualifications of the mechanical engineer, because he is often concerned with the installation and operation of machinery.

Also with respect to the qualifications demanded of the engineer, the various branches have much in common. This is especially true of the natural aptitude. All engineers, for instance, should have a mathematical bent, and a pronounced leaning towards the sciences. Fundamentally their equipment is the same. Of course, when it comes to technical training, the lines diverge.

In the main, there is also a characteristic uniformity in the advantages and disadvantages involved in the various phases of engineering. In fact, so much do all the branches have in common that it is deemed best, in the short space at our disposal, to make a general treatment of the whole field.

**A Strong
Physique**

The engineer should be a man with an abundance of vigor and health. His work is of a nature that may expose him to all kinds of weather. He is ever in contact with the great forces of the material world, and hence he is subject to the knocks and hardships incident to an out-of-door life. The boy who is over-fond of the cozy-corner or the fireside should not have dreams of being an engineer. Only those who are physically robust are proper candidates for places in this important profession.

This requirement seems doubly imperative when we keep in mind that the expert in most of these lines lives an itinerant life. His occupation does not keep him, as a rule, in any single locality; he is ever on the move from place to place. Some of the best engineers are veritable globe-trotters. And

they cannot always travel in Pullman cars. Sometimes they must go over long and dangerous trails afoot or by horse. Or they are required to face severe storms and to work in places of excessive heat or cold. All of this means that they must be irregular in their habits of eating and sleeping. So the wear and tear on the constitution of the average engineer can be offset only by an abundance of physical vitality.

Any aspirant to the vocation of an engineer should be naturally inclined towards the sciences. And this tendency should manifest itself in the early years of his schooling. The boy who is good at solving problems in physics, and who delights to work overtime in the laboratory, has at least one reason for looking forward to the pursuit of civil or mechanical engineering. Or a boy who is intensely interested in chemistry is perhaps an industrial chemist in the making. But those who avoid courses in science because they do not like it, or who slight preparation in the science studies they are required to take, are probably not very promising material for the engineering profession. The prospective engineer should have a positive leaning towards and capacity for the study of science.

Inclination to Science

Nearly every problem in practical engineering is a new problem. The peculiar conditions and circumstances under which it must be solved have perhaps never been met before. While the engineer will have his theory to cover the fundamentals in all cases that are essentially alike, yet he will be on his own resources in grappling with the strange conditions under which given tasks must be accomplished. This calls for a man with sound judgment, a man who can concentrate on a difficulty and be depended on to master it. He is the man who, having several choices open to him, will almost invariably pick the best.

Resourcefulness

And often it is not a question of choosing the best of several possible courses; in many difficult situations there is no apparent solution at all. It is then that the engineer must, at all odds, discover a way. This implies a certain inventiveness and knack of contrivance that not every boy is born with. This faculty is quite necessary in the engineer. His theoretical training cannot equip him to meet every kind of emergency. Not infrequently he is assigned a task that has never been performed by any other specialist. If he is a chemical engineer, he is asked to evolve a process whereby a by-product may be utilized; if a mechanical engineer, he is perhaps called on to design a new piece of machinery to meet a special need. In either case large interests are at stake; labor and capital wait on his solution of the problem. He must succeed. Let every prospective engineer make sure that he has the quality of resourcefulness; otherwise he must be contented with a place that is far below the top.

The work assigned to the engineer often involves directing the labor of other men. Succeeding in this capacity is a rare gift. In his relations with his working force the foreman must maintain an attitude of fairness and friendliness. The domineering director never succeeds in the end. Tact and consideration for the rights of others are the factors that win. The engineer should have this kind of attitude toward his men.

Above all else, the engineer of tomorrow will be painstakingly accurate. The slipshod method has absolutely no place in his practice. Not the least degree of carelessness and haste can be tolerated in him. This requirement is obviously necessary, when we stop to give it a thought. The least error in the chemist's formula or in the assayist's analysis might involve the loss of a fortune; or if the mechanical engineer's computation were to vary by

Honest
Work

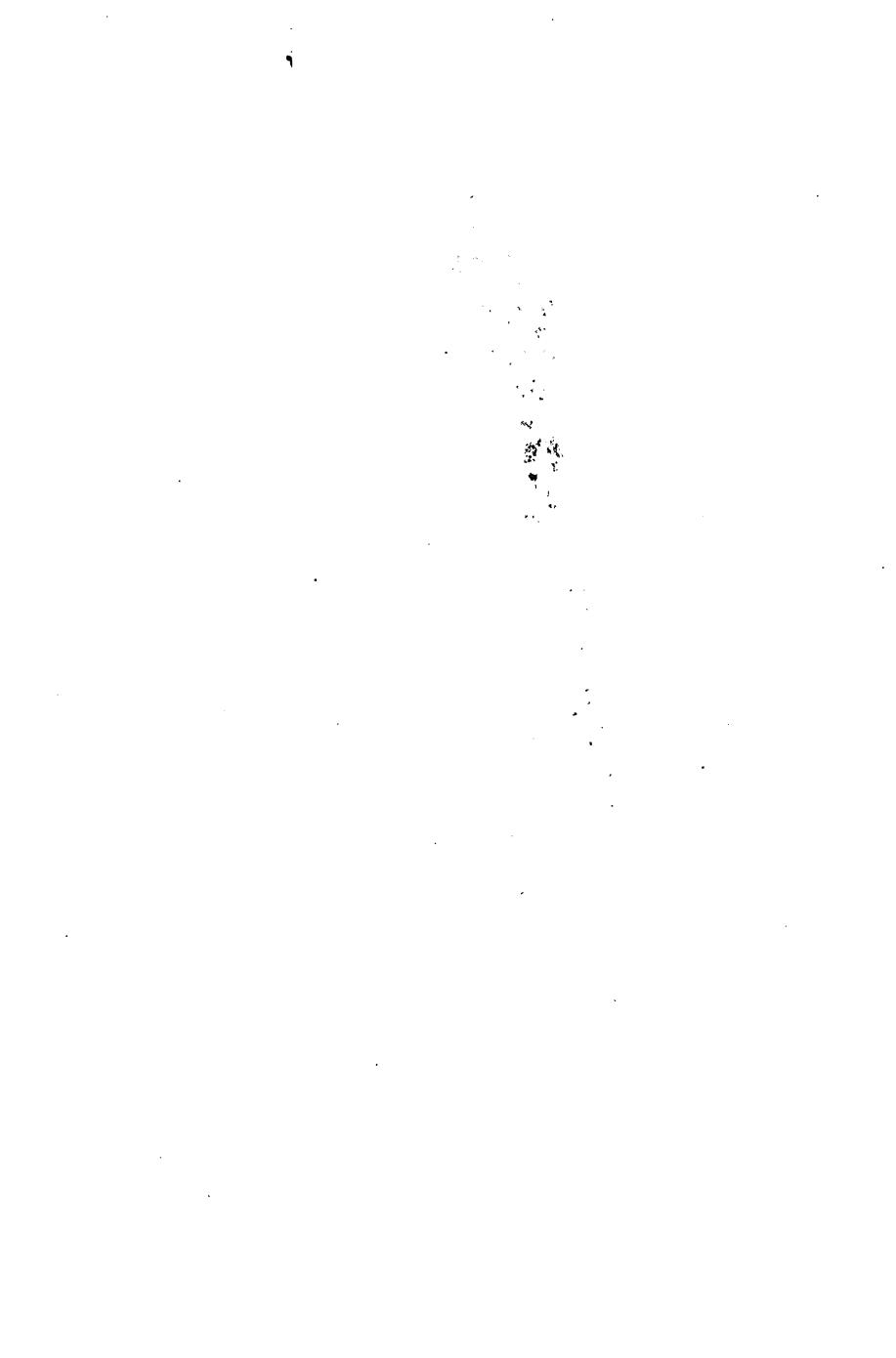
the fraction of an inch, calamity might result. The boy who is methodical, thorough, and who gives strict attention to detail in his work, would as a man, meet the demands of the engineering vocation in one vital respect.

What we have just said refers also to intellectual honesty. The engineer of tomorrow will be equally dependable in his moral integrity. Says John Hays Hammond, the world's greatest mining expert, in a recent letter to the author: "I am convinced that the chief factor in the success of a mining engineer is a reputation for honesty; the mining engineer must be above all suspicion in that respect." He will encounter temptation in his field, just as men do in most spheres of labor. But there is unusual danger in some of the branches of engineering. For example, the mining expert might, for a money bribe, be induced to make false and flattering estimates of mining property, in order to boom the stock. He will need to have good moral stamina to keep entirely straight.

For the engineer a broad school training is quite essential. It is true that many have entered this profession through the door of apprenticeship, but it is equally a fact that the men who have gone to the top have had long and rigid training in universities or schools of technology. There are not enough college graduates to fill the positions that are open to men so qualified. Of course, there is a period of several years' apprenticeship, in any case, but the college man will absorb experience faster, and hence make better progress.

Required Training

Following the general course in a college or university should come a technical training in a school that is thoroughly equipped to give it. If it is pursued in a university, both general and technical training might be accomplished during the same





THE WOOLWORTH BUILDING

**The Modern Skyscraper Is One of the Most Wonderful Achievements
of Architectural Science**

CHAPTER XXVI

ARCHITECTURE

The architect is a creator. Before our magnificent edifices can be constructed by the builders the plans must be conceived and worked out. Every beautiful building was first a dream in the mind of the artist. The towering skyscraper, the stately capitol building, and the handsome residence are alike products of his creative genius. Without his design no such structures could ever become material realities. One writer defines architecture as "building at its best," and adds: "When we talk of architecture we mean its best, noblest, or most beautiful buildings and we imply by the use of the word that these buildings possess merits which entitle them to rank as works of art."

**A Creator
of Utility
and Beauty**

Not only does the architect gratify our sense of the esthetic, but he ministers as well to our comfort. Convenience and economy of space are among the most striking features of our modern dwellings. In these two respects remarkable achievements have been made. The home of today is at once a thing of beauty and of comfort; the church is both artistic and commodious; the business block symmetrical and capacious. Utility and beauty are displayed side by side in all our modern architecture. We can scarcely think of a man who is playing a more significant part in the growth of our national progress than the architect.

Not every man could be an architect, even if he were so inclined in his ambition; indeed, not every one who aspires to this calling is adapted for it. The combination of personal characteristics that are

needed to make a successful worker in this field is very rare. The architect is born, not made. Training can only develop his inherited capacity.

**The
Artistic
Sense**

The architect is essentially an artist. He must possess the spark of originality and the gift of design. If he cannot create things that are strikingly new, there can be little success to crown his effort; he will be less than mediocre, perhaps a mere copyist. The possibilities of architectural science are almost infinite, but it will be given only to the creative mind to realize them. There is little doubt that greater achievement will be made in the future than the past has ever dreamed of. The young man with the right endowment and training will hold the key to the situation. It is hoped that the boy who was intended by nature for a farmer or a physician will never find himself stranded in this field.

**Knowl-
edge of
Men and
Affairs**

The work of the architect brings him in contact with a multitude of other vocational activities. A hundred interests often merge in the thing that he has in hand. All who contribute in any way to the execution of his plan are more or less involved in his problems and interests. He must have a wide general knowledge of the building crafts and be familiar with building materials, knowing something of their cost, preparation and adaptability. Since his work must be done within rigid limitations, he should be able to take in a situation in its entirety and to make his plans conform to a given set of conditions and circumstances. For example, he has the task of erecting a public edifice designed to meet a specific need and limited to a prescribed area and a definite cost. In order to rise to the occasion he must be resourceful and inventive.

A considerable amount of business ability is demanded of the architect. He is continually reckoning in terms of costs, making numerous estimates

and specifications. With the "ins and outs" of certain kinds of business transactions he will need to be quite familiar. In brief, he should be a man of affairs. If he does not have an intimate knowledge of the divers activities of life he cannot interpret the needs of his era accurately and artistically. Any boy who feels an ardent longing to be an architect, and who has in his make-up a rare blend of artistic temperament and business instinct, should have little fear about venturing into this field of endeavor.

A man in this vocation, having need of such a wide knowledge of men and affairs, must necessarily obtain a broad and thorough schooling. A high school education is imperative. A college training would provide the ideal sort of foundation and prove a most profitable investment. In any case there should be a comprehensive and rigid course in a good school of technology. The latter is as essential here as in any other professional training. While a boy is at school he would do well to spend his Saturdays and vacation periods in an architect's office and in the field with the building trades, using the saw and the hammer, the trowel and the paint brush. He should be familiar with all the trades, and, if possible, master of at least one.

Training

The beginner in architectural work will earn from \$50 to \$60 a month, while the experienced man of ability may earn as much as \$300 a month. The average monthly salary, however, is far less than \$300. The contracting architect works on a commission basis, receiving five or six per cent of the total cost of his contract. Thomas Hastings says: "There is no question but that there is as good a livelihood for an architect as for any other professional man, and there are probably more opportunities for early success in this than in almost any other profession."

Remuneration

Like the architect of today the architect of tomorrow will be a contributor to the material progress and comfort of his fellow men. He will be a student of modern scientific environment. Few will be those that do it make life for the masses intolerable and even worse. The results of his work will be strong and enduring structures will rise on every hand and towering monuments to his constructive work. The work of his hands will not be soon forgotten. The architect plays a part in the world of men that is characterized by service and true helpfulness.



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WILLIAM HOWARD TAFT
A Stalwart Upholder of the Law

CHAPTER XXVII

THE LAW

The lawyer is a defender of the rights of man. It is through his effort that the guilty are brought to justice and the innocent cleared of the suspicion of crime. Through his vigilance and just interpretation of the law injustice is often prevented and the victimizing of the helpless forestalled. Humanity would be in a sad plight if there were no keen legal minds to disentangle its difficulties and establish the rightful claims of contestants. To make justice prevail is the function and ideal of every lawyer who is worthy of his calling.

**A
Defender
of the
Right**

Law, unfortunately, is one of the professions that is too often idealized by the aspiring youth. He is perhaps dazzled by a brilliant plea in the court room, or the fiery eloquence of some attorney in a Fourth of July oration, and so conceives the notion that the way to fame is a course in a law school. Too many are attracted, in just this way, to a vocation for which they have little or no aptitude. This whimsical tendency to idealize certain callings accounts for the overcrowded condition and the vast amount of inferior work that characterizes some of the occupations. Law is one of them. For some reason, this profession is assumed to be especially desirable, and young men flock to it regardless of their fitness or natural capacity. There is no other folly in the vocational world quite equal to this.

**An
Idealized
Calling**

Any young man whose ambition points in the direction of the law would do well to examine his

prospective calling from every point of view before he makes a final decision. Magnifying the advantages of a prospect and failing to take into account the offsetting disadvantages, account for many a vocational tragedy.

**Sound
Judgment
and
Power of
Analysis**

On the intellectual side, there is perhaps no qualification more fundamental to the successful practice of law than the possession of sound judgment. The attorney must have the power of accurate discrimination, since a large part of his work consists in weighing and rejecting evidence. Most lawyers advertise themselves as counselors-at-law; this means that they assume the high responsibility of advising their clients as to the right course to pursue. A young man who has a certain natural ability to size up a situation, and to come to a correct decision in a matter involving clear insight, has at least one qualification that is demanded in the practice of law.

In some respects law is cut-and-dried; precedent, in a multitude of cases, determines the course of court action. In many cases, however, the attorney will have no recourse to precedent. He must fall back on his own power of original thought. If this fails him, his case is lost. He must be able to devise ways and means to surprise and to baffle a shrewd opponent. This ability is often the winning factor in a crucial situation. And it is largely an endowment; if there is no spark of it in the boy, it will never flame out in the man.

Much of a lawyer's work is of a destructive nature. He is required to break a case up into its component elements, and hence must be able to perceive the part in its relation to the whole. This requires the faculty of keen insight and the power of

concentration. If an opponent resorts to false argument he must be quick to detect it, or, if there is a shred of truth in a tangle of error, he must be depended upon to pick it out. In any situation he must see his way clearly and keep within the bounds of accuracy and truth.

The power of clear and fluent speech is another essential, at least in the practice of certain departments of law. The man who cannot express himself pointedly and persuasively, both orally and on paper, can hardly expect to succeed in this profession. His success depends in a great measure on his ability to get others to see as he sees. And this happy result follows only when he has made his case exceedingly clear and convincing.

**Qualities
that Win**

Law practice is to a great extent controversial. The lawyer must literally fight his way, and often against fierce opposition. Hence, he must keep his head in the midst of wildest excitement, and have absolute command of himself; to go to pieces means ruin. A cool head is indispensable. When the attorney is the object of tirade, he must have power of restraint to keep from retaliating. It is well known that if one can get his opponent excited, in any sort of contest, he has him virtually defeated. This, of course, applies more to court practice than to other branches of law involving strictly office work. And although the legal practice today consists very largely in office work, the young man would do well to keep the matter in mind if he contemplates entering the arena of law.

A law practitioner must be tactful and resourceful. He has dealings with people of widely diverse inclinations and desires. He should know how to adapt himself to a multitude of situations and to work harmoniously with his clients.

**Honesty
of
Purpose**

Perhaps no class of men have more confidence and trust reposed in them than do attorneys-at-law. Hence their opportunity for crooked dealing is great. Along with its constructive work, it is the labor of this profession to settle differences and to smooth out difficulties, and so the man who would stoop to the stirring up of strife simply to create more business for himself would be a perverter of the very end and purpose of his profession. The law is an honorable vocation when pursued legitimately. A rigid condition of ultimate success is absolute moral integrity. Dishonest tactics can only result in failure.

**Required
Training**

Since the legal profession is so big in its scope and touches so many diverse phases of life, successful practice demands a broad foundation and a rich fund of knowledge. Every standard law school requires for entrance the completion of a high school course, and the best of them require that the candidate have a college degree. The boy who aspires to the highest success will reap rich returns for every year devoted to a preliminary school training.

While the average law school requirements are severe, it is a fact that in many states the only requirement of the man who applies for admittance to the bar is the ability to pass the state bar examination. There are successful lawyers who have never attended a law school. But they are exceptional. Every young man who aspires to this calling should count on getting his legal training in a first class law school.

John De Witt Warner says:

Earnings

Unless one is after something better than money he had better not try to be a lawyer. In short, an ideal lawyer is well—and about equally—insured against either poverty or riches. That ought to content any man; and it does satisfy most lawyers who stop to think about it at all.

There are far too many lawyers.¹ Some one has cynically remarked that there is a lawyer to every case. It is this overcrowded condition that makes the average income low.

The average earnings of the lawyer who practices in the city is probably under \$3,000 a year. The average country lawyer earns from \$1,000 to \$2,000 a year. But note, we are speaking here of averages. Nathaniel C. Fowler, Jr., author of "Starting in Life," has this to say:

Where one lawyer gains fame and fortune, 99 are not much more than self-supporting; and comparatively few, including those of considerable and even marked ability, rise beyond the winning of modern competency.

There are few vocations that afford greater opportunity for personal development than does law. The attorney is always in the swing of affairs. He comes in contact with men of all classes and he sees life in all its varied phases. His is not a humdrum career; each day brings new experiences and new problems. The procession of life is ever under his observation. Not every lawyer is progressive, it is true, but the vocation is full of opportunity for the practitioner who is alert and forward-looking.

Opportunity for Growth

That the lawyer has opportunity to serve his fellows and his country is evidenced by the fact that he has figured more prominently as a leader in our national life than has the representative of any other vocation. The bar has furnished a large percentage of the country's executives, including a number of illustrious presidents, with all of its judiciaries, and

A Contributor to Progress

¹There are more than 125,000 lawyers in the United States today. "In Chicago about 1,000 lawyers have a fair practice, while some 4,000 others are trying all sorts of plans to make a living. In New York City alone there are more lawyers than in the whole of Germany or France."—Gowin and Wheatley, *Occupations*, p. 270.

with legislators by the hundreds. The lawyer's opportunity for social and political service is unique. There is hardly any other man that can wield such sweeping power.

And his service is equally in demand in state and municipal affairs. Every great measure of a social or economic nature calls for the co-operation of a competent legal advisor. To a remarkable degree he is the conservator of the rights of the common people. Sir William Blackstone once addressed a class of his law students in the following parting words:

The protection of the liberty of your country is a duty that you owe to yourselves who enjoy it, to your ancestors who transmitted it down, and to your posterity who will claim it at your hands, as the best birthright and the noblest heritage of mankind.

**Some Bad
Features**

But there are disadvantages in the practice of law, as well as advantages. It is a crowded profession. Young men are flocking to it in such numbers that competition is coming to be a discouraging feature. If all the misfits were eliminated from the practice, there would be left quite enough competent men to handle the business.

Then, too, it is difficult to establish a profitable practice. There is, in the average case, the "starvation period" that must be weathered through. To acquire a sufficient clientele takes time, patience, and hard labor. But these drawbacks will not dishearten the lawyer of tomorrow, for he will have the ambition to go to the top, and will possess the natural qualifications that make for a successful practice.



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DR. ALEX W. CAROL

**Awarded the Nobel Prize for Successfully Transplanting Living
Tissues and Organs to Take the Place of Diseased Members**

CHAPTER XXVIII

MEDICINE

It is said that "more than 80 per cent of us die from causes that are preventable—which the enlightened nation of the future will prevent." The great burden of the task of prevention will be accomplished by the physician, for it is he, more than any other, who is fitted for such service. It is the doctor's function to keep people in good physical health, and to aid nature in restoring them to health when they are ill. His responsibility will be recognized as a grave one, when it is borne in mind that a nation's intellectual and moral well-being depends largely on its physical health. One scientist goes so far as to say that the decline of Greek and Roman civilization is traceable to the ravages of malaria, and that the great cities of Asia and Northern Africa were victims of what are now preventable diseases. The young man who aspires to this high calling should know before he makes a final choice of vocation of the tremendous responsibilities it will impose on him.

**An
Important
Calling**

The physician should be physically strong. He should possess a fund of vitality that will insure him against a break-down under the stress of a strenuous practice. There is perhaps no other vocation that involves such irregular and unusual working hours. He is subject to call at any hour of the night; he must speed to the bedside of a suffering patient with little thought of his own physical welfare. Then, too, he must take his meals when and where he can. Such irregularity draws steadily on

**A Fund of
Vitality**

his reserve strength, and hence he must be a man of high recuperative power to withstand successfully the wear and tear.

Also frequent exposure to inclement weather places the doctor's health in jeopardy. Most people can "wait till the storm is over," but this is seldom the doctor's privilege. He must go when and where he is called, and go in haste; quick response is often a matter of life or death. Too many boys resolve to be physicians when they see the family doctor riding, on a fine day, in his comfortable car. But a trip with him through the storm, in the dead of night, might serve to dissuade a number of them from rushing headlong into the wrong vocation. If a boy has not an unusual amount of physical courage, vigor, and endurance, he should not aspire to the practice of medicine.

**A Fond-
ness for
Science**

Nor is this profession less exacting in its intellectual requirements. The candidate for this field should have a keen and vigorous mind. In his school work he will manifest a decided tendency towards the courses in science. If he is averse to such subjects, but still insists that he is going to be a physician, it is very likely that he is mistaking his admiration for his endowment. Successful medical work depends largely on ability to diagnose. This obviously presupposes a keen insight and unusual power of concentration.

**Genial
Presence**

When a physician enters the sick room, if his personality does not radiate hope and inspire courage, he is probably a man who has missed his calling. Merely to get the patient in a hopeful frame of mind is often a factor in his recovery. Every good practitioner recognizes the remarkable power of the mind over the body. If he is not genial, and full of sunshine and human sympathy, a man will not succeed so well in the practice of medicine.

The physician of tomorrow will be a man who is willing to put service, and even self-sacrifice, on a higher plane in his personal regard than mere material gain. A genuine love of the work must be the motive that prompts his choice. A man whose money-making instinct leads him into this profession, will miss his calling and in the end be a miserable failure.

**An Ideal
of Service**

The world has undying admiration for the man who will brave death in the interest of human progress. And many is the man of medicine who has won such a title to fame. Some of the experimental work in the medical field is extremely hazardous, costing not a few their very lives. In attempting to isolate disease germs many physicians have fallen victims to the very menace of life over which they have helped to triumph.

The educational training required of the young man who enters the medical profession is concisely set forth by Victor C. Vaughn of Michigan as follows: "In order to enter a good medical school he must have a better preliminary education than is demanded for admission to any other professional school. Having gained admission, he must spend more money and take more time in order to gain his degree than other professions demand. Then the young man with a degree finds it highly advantageous to take one or more years of hospital work for which he receives no financial remuneration. Before he can offer his services to the public he must pass a state examination which is more rigid than that demanded of any other profession."

**Training
Required**

A good high school education is required of all candidates, and some of the best medical schools require a college degree for entrance. So the boy who intends to enter this profession should get a broad foundation before he begins his medical training. His next concern will be to enter a first

class medical school. He should in no case register in one of inferior rank, of which there are many in this country. After graduation, he should serve one or more years as an interne in a reputable hospital.

Remuneration

Most doctors make a comfortable living; but it is rarely that one gets rich by his practice. It is not essentially a money-making occupation. The practitioner, unless he possesses unusual training, will find it easier to get a practice in the country than in the city. The range of the average physician's income is between \$2,000 and \$5,000. A few reach the \$25,000 mark; on the other hand, some earn less than \$1,000 a year. Skill, experience, and business ability combine to win rich rewards for the man who possesses them. If these qualities are wanting, the income will be meagre.

A Rare Chance to Serve

The conscientious physician gets his richest compensation in rendering service to his fellow men. He is the conservator of human life, and his satisfaction will consist largely in work well done. It is his great mission to bring hope and light into the lives of the discouraged and the suffering. "By day and by night he feels the pulse of humanity, and continually listens to the beating of the public heart." Few men have a wider circle of genuinely appreciative friends. It is the doctor's high calling to keep watch over human life from the cradle to the grave.

The progressive physician is ever on the alert for new knowledge, to be gained by original research. And here is a rare opportunity to be a benefactor to the race. This profession has an illustrious past, and the prospect for future service is limitless. There are still many "incurable diseases," and any young man who succeeds in reducing the number by even one will win both wealth and fame, and the

indescribable joy that comes to him who renders genuine service to his fellow men.

It is said that Pasteur's discoveries saved France, in actual wealth, to say nothing of human life, an amount equal to the \$1,000,000,000 war indemnity imposed on her by Germany—and this within a very few years.

In 1897 Dr. Ross discovered the malarial parasite in the body of the mosquito. This dread malady was made to decrease so rapidly in the land of Egypt that by 1905 the country was absolutely rid of its terrible ravages.

The Panama Canal is a great feat of engineering; but before the gigantic task could be undertaken, the American physician, Dr. W. C. Gorgas, had to make his heroic conquest of malaria and yellow fever. In our modern era the physician is, in the truest sense, one of the forerunners of progress.

If the physician does not grow in the elements that make for the highest manhood, it is due to his own neglect. Who is the man that has closer contact with life in all of its varied phases? If he takes his calling seriously, the weight of responsibility will have a sobering and wholesome effect on his life. Human sympathy should develop in him to a remarkable degree. Like the best of the doctors of today, the physician of tomorrow will be of the very highest type of manhood.

Opportunity for Growth

He will acquire an alert mind and a fine power of concentration; for much of his work is of such critical nature that he must focus all his mental power through periods varying in length from minutes to hours. This discipline gives him a composure and a steadiness of hand and nerve that combine to make him a very pillar of strength.

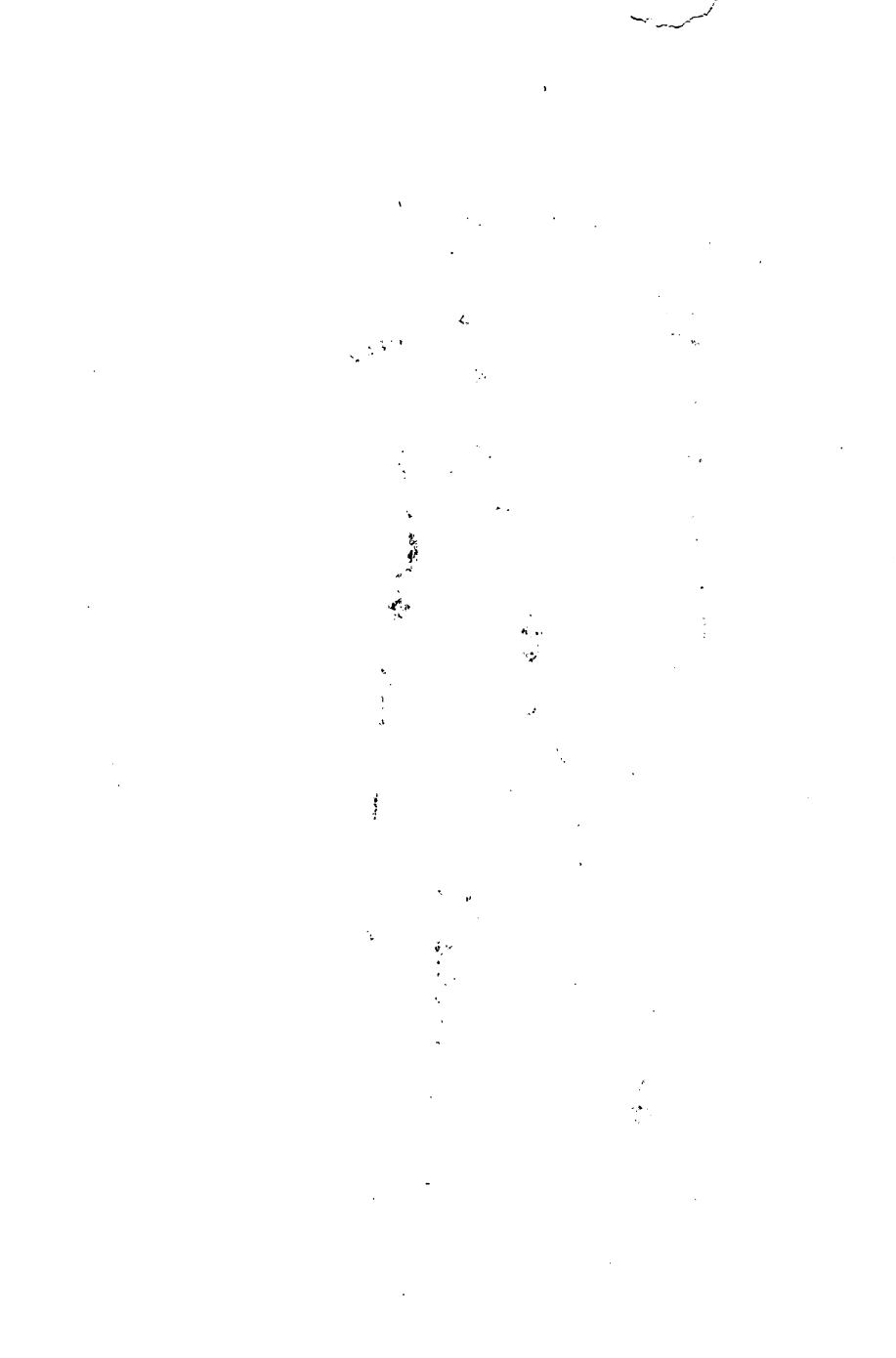
In spite of exposure to inclement weather and every kind of contagious disease, the doctor is usually a fine specimen of physical health. He knows

the laws of health and, in the main, he observes them. All in all, the physician's opportunity for a balanced development is unusually rare.

Some Dis-
advantages Medicine, as a vocation, has its disadvantages, and the young man who contemplates it for a calling must not minimize them. In the first place, it is an overstocked profession. There are hundreds of mediocre practitioners that society would be better off without. President Prichett of the Carnegie Foundation declares there has been an enormous overproduction of "uneducated and ill-trained practitioners."

The physician leads an irregular life, and hence he has little opportunity for systematic recreation or pleasure. If he occasionally has a few spare moments he will probably devote them to study, for to keep abreast of the times he must constantly acquaint himself with the latest findings of medical science.

The modern specialist, however, lives a more ordered and less strenuous life than the old-time family doctor. His working hours are far more regular and he finds time at the end of his day to devote to his home and his loved ones.





Photograph by Underwood & Underwood, New York

THE TEACHER AT WORK
Training the Boys to Use Both Head and Hand

CHAPTER XXIX

TEACHING

Time was when certain people taught school because, it is said, they could do nothing else. But that day is far in the past. The era is fast approaching—if, indeed, it is not already here—when it will be very difficult for men and women to enter the teaching profession. The standard of requirements, both natural and scholastic, is being raised higher and higher. On the morrow this calling will select the man, rather than the man the calling. Teaching, as a profession, is coming into its own; it is acquiring a dignity and a prestige that are placing it in the forefront of desirable vocations.

**The Old
Theory
and the
New**

Formerly this occupation was often adopted as a stepping-stone to a better position. If, for example, a young man wished to prepare for the medical profession, he would teach for a year or two till he had laid by enough money to take him through the required technical training. But things are changing also in this respect. The same rigid requirements exacted of the practitioner in the law or in medicine are now being demanded of the teacher who aspires to a position worth the having. Teaching is a vocation with a promising future.

It would be difficult to imagine a more important calling than that of the teacher. His service touches the life and welfare of all the people; the need of his labor is universal. The lawyer's advice and the doctor's prescription are useful only on occasion, but the teacher's contribution to man's welfare is an ever-present and urgent need. His work is entirely constructive, and the more faith-

**A High
Calling**

fully he performs it the less need will there be for the services of some other professions that exist primarily to remedy the ills and difficulties of mankind.

After the parent, no other person wields such an influence in shaping the destiny of the child as does the teacher. Young people who pass out of his charge enter all the walks of life, and succeed or fail largely in proportion to the success or failure achieved by the schools. There is no finer opening than teaching for the young man who is impelled by a high ideal of service.

**Adapta-
bility
Essential**

Whatever branch of teaching a young man may choose to enter, he should have certain fundamental endowments. His success will depend to a great degree on his temperament and his natural ability. These are things that one cannot acquire by study; they must be born with him. To train for a position that one is not qualified by nature to fill is to travel a road that leads away from one's destination.

**The
Power to
Attract**

Of all people, the teacher should have the power to draw others towards him. To get close to the pupil is of first importance; to enter intimately into his life is a condition of success. And it is not every one who has this quality. Some have the happy faculty of drawing their associates near to them, while others have personalities that repel. The latter might achieve the highest success in another pursuit, but certainly there is no place for them in school work. Their labor would result neither in profit to the students nor in satisfaction to themselves. One who contemplates teaching as a vocation should make sure, above all else, that he is possessed of an attractive personality. He might profitably ask himself such questions as these: Do my acquaintances seem to like my company? Have I a great number of friends? Am I

regarded as "a good fellow?" Am I easy to approach, or am I exclusive and distant?

A teacher must have poise and self-control. He should not be of a highly nervous temperament. If he is, his work will be burdensome, and he will perhaps finally break under the strain. This does not mean, of course, that he should not have life and vivacity, but it does mean that he should have composure and a command of his nerves. The candidate for the teaching profession should, in the interest of his own happiness and efficiency, determine beyond doubt whether or not he measures up to this standard. Composure

There are many people who have an ample store of information, but very little ability to impart it to others. They were not meant to be teachers. It needs no argument to convince any sane person that the instructor is a misfit if he lacks natural teaching ability. But the difficulty arises in knowing whether or not a young man has such ability before he has prepared for the work, entered the practice, and tried himself out. It is a real problem, but somehow it must be solved. Ability to Teach

We can only say here that the boy is the prophecy of the man. He must analyze his experience thoroughly. Perhaps he can discover in himself a certain native ability to tell things clearly and entertainingly to others. And may be he takes great delight in doing this very thing. This would be an encouraging symptom. But if these powers and tendencies are conspicuously absent in his make-up he should abandon all hope of being a successful teacher.

Before the teacher can give of his knowledge he must acquire it, and before he can impart it intelligently and efficiently, he must have his information assorted, classified, and related. This requires a mind that is clear, accurate, and logical. More-

over, clear utterance is the product of clear thinking, and the instructor who cannot express himself accurately and forcefully is not likely to satisfy his own ideal of efficiency.

Required Training

The training required for entrance to the teaching profession depends on what department of the school system one elects to work in. Qualification to teach in the grammar grades involves, in most states, graduation from the high school, and one or two additional years in a recognized normal school. The usual requirement for the high school instructor is a bachelor's degree from a college or university of recognized standing. In the higher institutions there is the general requirement of advanced scholarship. This usually implies from one to three years of post-graduate work. It is not an uncommon thing for a young man to work his way up from the grammar grades, through the high school, and to obtain a place on the teaching staff of a university. This sort of progress comes only through persistent work and merited promotion.

Material Rewards

It is common knowledge that teaching is the poorest paid of all the learned professions. This unfortunate condition is offset by at least one advantage: only such men are attracted to the occupation as are not seeking, first and last, the "all-mighty" dollar. On the other hand, many capable men avoid school work as a vocation because it does not offer them adequate remuneration for their labor.

There is practically as wide range in the scale of teachers' remuneration as there is in the variety of teaching positions in the school system. Men who do administrative work are, of course, the best paid. Presidents of universities and superintendents of schools in the larger cities receive from \$3,000 to \$10,000 annually, the income varying with the size and importance of the position. Principals

of city schools, principals of high schools, and district superintendents receive an average salary that would fall within the limits of \$1,500 and \$3,000. Those doing actual teaching work are not paid so well. In the grammar grades the range is between \$40 and \$90 a month; in the high schools, \$50 to \$150 a month during the months that school is in session. In the university or college the wage scale mounts from \$1,000 a year for the instructor to salaries between the limits of \$2,500 to \$5,000 for department heads.

One thing that keeps the wage scale low, particularly in the grammar school, is the competition of women. The young man who aspires to be a teacher would do well to keep this fact in mind.

To succeed, the teacher must be progressive. If he fails to qualify himself for better things he will remain at the bottom. He has every opportunity for self-improvement. A large part of the day is at his disposal; he may utilize it in study and recreation. Then, too, it is the very nature of his calling to stimulate intellectual growth and culture. Indeed, it is a part of his business to keep abreast of the times.

**Moving
Forward**

There is every chance for promotion for the teacher who makes good. The merit system is very much in vogue. The man who demonstrates his ability to fill a more important place than the one he occupies is recognized and permitted to move forward. Men, in most professions, may obtain just what they are able to reach out and get.

If the teacher of tomorrow is not rich in material rewards, he at least will have a wealth of opportunity to serve his fellow men. We have already referred to this in the introductory part of the chapter. We cannot do better here than to quote the words of President Rush Rhees of the University of Rochester:

**A True
Servant**

Where the common estimate of life rises above the purely commercial level, the dignity of intellectual leadership, of wealth, of knowledge, and of a life devoted to noble ministry, brings to the teacher a compensation which cannot be estimated commercially.

**Some
Draw-
backs**

The life of the average teacher is not conducive to ideal home-building. Very often, in order to fill a better position, he finds it advantageous to go to a new place. It is this itinerant nature of his calling that is one of its decided drawbacks. In some localities tenure of office is very insecure, because of political or other influences that are brought to bear on the matter of appointments. Finally, it may be noted, that longer and more extensive training, in proportion to the remuneration, is required of the teacher than of any other professional man.

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SECRET



HAMILTON WRIGHT MABIE
Editor and Author

CHAPTER XXX

JOURNALISM

There are published in the United States 25,000 newspapers, to say nothing of the hundreds of magazine periodicals. Here is a field rich in opportunity for the young American who has great tenacity of purpose and pronounced symptoms of journalist ability. Let no one venture near this field who is not sure of both. The press has come to be commonly spoken of as the greatest socializing force in our modern life. Its ramifications reach into every nook and corner of the land, wielding an influence for good or ill that is subtle, persistent, tremendous.

The
Scope of
Journalism

The product of journalism should not be confused with literature. The latter is usually committed to book form, though all books do not by any means rise to the level of literature. Literature, moreover, has a permanent value, an indefinite lease of life, while most journalistic writing is transient, enduring only for the day or even for the hour. It is produced to fulfill an immediate purpose, and is then, with rare exceptions, relegated to the realm of things forgotten.

The two main branches of journalism are reporting and editing, getting the news and interpreting it. So the journalist must first of all have a keen eye and a quick perception, if he is on the reportorial staff; and a penetrating insight and fine judgment, if he performs the duties of an editor. If all of these fundamental qualities are found in the same person, his chances for promotion up through the various positions, even to the editor's chair, will

Two De-
partments

be very promising. Since most young men begin their careers in this vocation as reporters, it will not be amiss to present this discussion chiefly from the reporter's point of view.

**Tact and
Ingenuity**

Searching for news is a task that taxes the ingenuity of a reporter to the utmost. He needs something of the detective's instinct in getting on the trail of interesting happenings. If he is detailed to get a story it means simply that he must get it. Excuses for failure are met with scorn, almost with contempt. The man who is given an assignment is usually left to find his own ways and means to accomplish it. So without initiative and resourcefulness he can hardly hope to succeed; his journalistic career will likely be short-lived. An expert reporter often performs the next-to-the-impossible in following a slender thread of fact through a hopeless maze of doubt and obscurity, or in eliciting information that is some one person's sworn secret. However difficult the problem, he must succeed. Two-thirds of a reporter's task is news-getting, one-third, news writing.

**An Engag-
ing Per-
sonality**

The journalist of tomorrow will be a good talker as well as a good writer. He will acquire the art of engaging people in conversation even against their will, of drawing them out until they unwittingly give up the facts that he is in quest of. The young man who is retiring in his nature and backward about approaching people is the wrong type for this sort of work. The successful reporter is genial, companionable; in a word, a good "mixer." These qualities are essentially inherent, and not difficult to discover in the boy who is fortunate enough to possess them. If they are found to be lacking in his make-up, he should not have serious aspirations in the direction of journalism. There are probably other things that he will be able to do well; let him by all means search them out.

Industry and application are severe requirements in journalism. The young man who hopes to rise must do bits of work so meritorious that he will attract attention. He will never get above the level of mediocrity if he does each day only what is required of him. He must give more than is nominated in the bond. If it is his ambition merely to earn his pay, he will not have to work extremely hard, for he gets but a pittance to begin with. He must regard his job as an opportunity, a stepping-stone to a better position in his calling.

**The
Forward-
Looking
Reporter**

The foregoing are some of the qualifications that a young journalist will need to have, but they are not all. Of fundamental importance is the ability to write vividly and entertainingly. The boy who loves to write themes and stories in his English classes, and who does work that earns him the commendation of his teacher, work that stands out for its originality, would likely succeed on the staff of a newspaper. But the young man of only average ability in this line should take every precaution to ward off the "microbe" of journalism. A venture into the field could bring him only failure and disappointment. Would-be-journalists are finding out the cruel truth about themselves almost daily, and are turning back to make an unequal start in occupations of greater promise.

**An Apti-
tude for
Writing**

If a young man has the right capacity, and he is reasonably sure of it, his next concern will be to find an efficient means of developing his native power. Those competent to give expert advice in this matter are quite divided in opinion, one group insisting that the only way to become a journalist is to get right into the practice and learn by experience, another urging the importance of pursuing a course in journalism in a reputable college or university. Says Whitelaw Reid, editor of the New York Tribune: "Like most of my colleagues of

**The
School of
Journalism**

the press, I have little faith in 'schools of journalism' or 'courses in journalism,' or, if you must have the truth, in lectures on journalism, either. The only place to learn the newspaper business is in a newspaper office, and you have to be caught tolerably young to learn it at all." It was Horace Greeley's opinion that the only way to become a newspaper man is to eat ink and sleep on a newspaper.

These men are extremists in the matter, but they do stress a fact that is of fundamental importance, viz., that the best way, after all, is to learn to do by doing. This is not to say, however, that school training is not a valuable supplement to practical experience. Schools of journalism are comparatively new, but they are being more and more indorsed by the leading editors of the country.

**Breadth
of View**

However much these men are at variance as to the advisability of a course in journalism, they are unanimous in demanding a broad general education for the man who writes and interprets the news. Let us note how Mr. Reid qualified his words that we have already quoted: "But the place to acquire some of the qualifications for the work is the place where you can get the best general education the world affords." Newspaper work has come to be very broad in its scope, covering every field of human endeavor and experience. Its business is to report and interpret all that is vital in our complex contemporary life. Hence the journalist must know life in all its aspects and know it intimately. Young men who look forward to this kind of labor must build a broad and deep foundation by continuing their school work, if possible, through the university.

**Remuner-
ation**

Newspaper work is not highly remunerative. The beginner must usually toil for three or four years before he can command as much as \$25 a week.

If he continues to grow in efficiency and in the favor of his employer, he may, after a few years, earn double this amount. Should he get promoted to a position higher up on the staff, his salary will make a corresponding advance. Editors-in-chief in large cities make from \$3,000 to \$10,000 a year. But editors who hold subordinate positions earn, of course, much less. The average salary of the city editor is about \$2,500 a year. It must be borne in mind, however, that there are comparatively few who attain these more lucrative places. The great majority of newspaper men are of necessity on the reportorial staff. There is really not very much room at the top; but the man of the right mettle will not hesitate to enter the field though it be difficult and uncertain.

There are few vocations that hold greater opportunity for service to the community than journalism. If it is the press that moulds public opinion, and public opinion that shapes the policies of government, then what a high calling is that of the journalist! From that helpful little volume, "Careers for the Coming Man," I quote this fine passage from the great American editor, White-law Reid:

**The
Power of
the Press**

To him who is called the opportunity is beyond estimate. To him are given the keys to every study, the entry to every family, the ear of every citizen when at ease and in his most receptive moods—powers of approach and of persuasion beyond those of the Protestant pastor or the Catholic confessor. He is by no means a prophet, but, reverentially be it said, he is a voice in the wilderness preparing the way. He is by no means a priest, but his words carry wider and farther than the priest's, and he preaches the gospel of humanity. He is no king but he nurtures and trains the kings, and the land is ruled by the public opinion he evokes and shapes. If you value this good land the Lord has given us; if you would have a soul in this marvelous civilization and a lifting power for humanity, look well to the nurture and training of your king.¹

¹P. 211.

**Growth
and Pro-
motion**

The journalist will not lack opportunity for growth and development. His close contact with humanity will give him a rich experience. He will keep an open mind and absorb all that is worth while. He will not be an interpreter of the dead past, but a portrayer of the living present.

Promotion usually comes to the patient, plodding reporter. Most of the editors, great and small, are recruited from the ranks lower down. Many eminent writers have discovered themselves while employed on newspaper staffs. Not a few have found it profitable to step out of journalism into the fairer field of literature. A few such men that have become famous writers of fiction are Winston Churchill, O. Henry, Stephen Crane, Richard Harding Davis, Upton Sinclair, and David Graham Phillips. And it not infrequently happens that men go from journalism into politics or business.

**Disadvan-
tages**

A few of the decided disadvantages in journalism are unfavorable working hours—often in the night—low pay, and keen competition, especially in the lower ranks. If a young man succeeds he receives little commendation, if he fails he gets only kicks and cuffs. Often reporters are assigned duties that are unpleasant in the extreme.

One of the chief objections to this vocation is the fact that the paper's policy often dominates the man. He must simply be an echo of what the publication's owners wish to say to the public. There is little play in such case for personality and little chance for sincere expression.

The young man who looks forward to journalism must make his decision with the greatest caution. If he stumbles into this vocation, he will likely stumble out again, with crushed hope and wrecked ambition.

CHAPTER XXXI

THE FINE ARTS

Music

There is perhaps no single thing that contributes so much to the joy and the inspiration of living as does music. It is not dominated by the commercial spirit, as many other occupations are; we cannot estimate its worth in terms of dollars. Since it is a priceless contribution to the cultural side of man's life, we think chiefly of its esthetic and spiritual value. We could live without music, but certainly we could not rise to our best if its influence did not come into our lives.

**Music and
Musicians**

In this study, however, we are to take a rather material view of music and of musicians, considering them from the vocational angle. Music is a calling that holds many advantages for those who can meet its exacting demands. For obvious reasons there can be only a comparatively small number that can pursue it with profit as a life's work. In the United States, according to the twelfth census, there are 92,174 musicians and music teachers, 39,815 of them being males. This figure represents only professional musicians, and does not include the tens of thousands of amateur performers who make no pretense at earning a livelihood in the field of music.

The musical profession has an assured future. The continual increase and diffusion of wealth in this country are making it ever more possible for people to set aside a part of their earnings to be devoted to the cultural things of life. The natural

**Room at
the Top**

result of this is an increased demand for competent musicians. There are not enough professionals of the right training even now. But there are far too many amateurs posing as professionals, and making competition so acute that sometimes the really expert cannot earn a fair compensation.

Especially is there an over-supply of piano teachers. It has been estimated that if the best one out of each six should be retained and the rest barred from practice there would be then just the right number of efficient instructors. Of course, in this struggle for vocational existence there is always the consolation that the most competent will be the ones to survive. Music has this in common with most other vocations: there is always room at the top.

Earnings

Well trained music teachers are usually sure of a competency. Much depends on their location and ability to get patronage. There are many competent instructors in city centers who earn as much as the average professional in other vocations. But the teacher in a rural district will likely have to struggle hard for a bare existence. Unless one really loves this sort of work it will be difficult, trying, and often disappointing. No one should attempt it who has not natural teaching ability as well as musical skill. The first qualification of any good teacher is a thorough knowledge of his subject; and the second, the art of imparting it to others. Those who possess both should succeed financially.

Orchestra and band work is not highly remunerative. Members of these organizations earn on an average about \$15 or \$20 a week. High class performers may receive easily double this amount. With many men in this line of work music is only an avocation, to which the evenings are devoted. In such cases it supplements the regular income and also affords excellent recreation.

Leaders of musical organizations are better paid, earning from \$1,000 to \$3,000 a year. Then, too, many conductors of orchestras and bands teach music as a side occupation. Not every musician, however skillful a performer he may be, has the natural ability required in a leader. The art of conducting is a natural gift that can be cultivated but not acquired. An expert leader can often accomplish wonders with a group of men of only second-rate ability.

If one aspires to fame and wealth, the opera is perhaps the most promising field in the world of music. This applies, however, only to those in the highest places. The great prima-donnas and the famous tenors receive, in some instances, almost fabulous salaries. Not a few great fortunes have been accumulated by some of the stars of the opera. But these people are geniuses by endowment, and few there are who ever reach these dizzy heights. Operatic Work

At the other extreme are the chorus singers, who can hardly make the meagrest kind of living. But they hang on, hoping for advancement in the profession. A few of them rise to eminence, but the majority drop out, after several years of vain striving, with their ambitions for fame completely crushed.

The successful artist has an unusual degree of intelligence, a fine musical talent, and long years of persistent and thorough training. And added to these, is the dramatic instinct; the opera singer must be an actor as well as a musician.

Unless a boy has unusual musical talent he should not look to music as a vocation. If he has such inherent capacity he will manifest it early in life, if given any sort of opportunity. The musical propensity will nearly always display itself in spite of everything. The young man who has music in him will love the art passionately. He will yearn Talent and Training

for a chance to perfect himself in it. He will not be averse to long hours of practice, but willing to pay the price of perfection in plodding and persistent toil. It is not difficult to pick out the boy who is meant for a musical career. He will gravitate to his calling naturally; he will not need to be driven to it.

The musician should have a good general school training. We would hardly insist on a college degree, and yet he would find it a great benefit. Certainly he should be a high school graduate. The thorough musician is cultured and scholarly. Without this accomplishment he will not be so appreciative an artist. The actual musical training should, of course, be technical and thorough, including careful instruction in the history of the art. Any young man with a grain of ambition will be able to find a competent teacher. He should not waste his time with an inferior one.

Service

Music is a noble calling. It affords opportunity for service on that side of man's life that is least materialistic. The good musician makes the world better. There is an old tradition that the power of evil cannot come where there are sweet strains of music. Every one knows how it banishes meanness from the human heart. The young man who is signally endowed for this calling owes it to himself and to his fellow men to fill the place in the world's work that nature has marked out for him.

Art

Art and Artists

Art has been defined by Professor Letherley as "the well doing of that which is worth doing." Or it might be called, to use the words of J. Leo Fairbanks, "the expression of a love of the beautiful in a tangible, material form. It means more than the mere painting of a picture; it enters vitally into all

the activities of man. It is even concerned in industry and manufacturing, for the article that has no artistic value is inferior and therefore less in demand. When the American people sell rugs to Persia, silks to Japan, toilet articles to France, and fine goods to Germany, rather than ship them cargoes of raw materials, it will be because art enters into our products. Art in some form or other enters into everything human skill creates."

There is a comparatively small number of people who follow art as a vocation. In the entire United States there are not more than 25,000 artists and teachers of art. This number includes both men and women. Some professionals pursue art for art's sake, and are willing in many cases to live on incredibly small earnings, while others have a business instinct and dispose of the product of their talent to profitable advantage.

The artist, like the musician, must have an artistic temperament and an unusual capacity for work. Artists are made out of selective material; not every boy that aspires to this calling will be even moderately successful. The most important asset is natural endowment. We can say more truly of the artist than of any other professional that he is born and not made. Where there is no talent there is no hope.

**Artists
Born, not
Made**

On the other hand, many promising young men, who have a genuine aptitude for art, either fail entirely or else settle to a career of mediocrity because they lack the capacity for intensive application and hard work. It takes years of faithful toil to become an artist who can produce works of even passing merit. It is not always that a young man is willing to pay the price. There is perhaps a higher ideal of perfection in the field of the fine arts than in any other vocational pursuit.

Among other essentials to success in art, are love of work, talent, a well balanced imagination, good judgment, persistency, a liberal education, a technical training, and the ability to get along well with other people.

**An
Idealized
Vocation**

Art is one of the idealized vocations. Youthful aspiration in this direction often turns out to be mere whim or fancy. Too many boys with a mechanical knack of copying and imitating are flattered by incompetent, would-be critics into the folly of believing that they should devote their lives to art. This can bring only disappointment to the young man who is not proof against such unwise counsel.

It is rarely that a parent is qualified to pass on the artistic merits of a school boy's drawings. They should by all means be submitted to people who are competent to advise. To be told frankly that a young aspirant would do better in carpentry or agriculture would not be a hundredth part so blighting to the parent, as failure, after years of wasted effort, would be to the boy.

This incident, told in the columns of the *World's Work*, is somewhat typical of the stories of the numerous misfits that mistakenly get into the field of art:

The son of an immensely wealthy American, having been graduated from college, went to Paris to study art. He worked hard in the Paris studios for three years. One day he made up his mind that he would never be an artist, and that he would rather be a successful farmer than a fairly successful painter. Now—although still a young man—he has a model farm, covering 10,000 acres in Illinois. He knows every foot of it and what it should produce, and he sees that it produces everything it should.

**Specialists
in Art**

The young man entering the field of art will find several lines of specializing open to him. Art includes the making of fine craft-products, jewelry, fine fabrics, costuming, home furnishing and decora-

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**ARTISTS AT WORK ON MURAL PAINTING IN A STATE
CAPITOL BUILDING**

tions, engraving, painting, landscape gardening, city-planning, sculpture, photography and many other crafts. There is a wide demand for illustrators who are qualified to give efficient service. Work of this kind is usually paid for by the piece, and hence one's earnings will be determined by the extent of his output. Catalogue illustrators usually have steady employment with a single house, while magazine and book illustrators work independently, and dispose of their drawings wherever the market is best. Drawings have also come to be a valuable adjunct in the business of advertising. Many artists earn a part of their income by doing this type of illustrating. The artist's motive in entering any one of these branches is purely commercial. Illustrating does not lead the man in the direction of his ideal of art; but some very high in the profession resort to it as a sort of side-line, in order to have a sufficient income.

Another practical phase of art is house decorating. The expert decorator has come to be in considerable demand, both as a teacher and as a practitioner. This is a comparatively new field, but one that has great promise of future development.

The man of genuinely artistic temperament usually has little thought of money-making. His finest compensation is in the joy of work that he loves. Some of the greatest artists have lived and died in poverty; and some of the most priceless art productions have failed to get recognition during the lifetime of their creators. Art, with the idealist, is an end in itself, not a mere means to a livelihood. His whole thought is to give expression to his soul, to put on the canvas what will be a living source of inspiration. Those endowed for this great calling should give their lives to it; those not so endowed should turn to other fields.

Compensation

**The
Mission
of Art**

Frederick G. Bonser gives the following comprehensive view of the meaning of art as a factor in the life of man:

The mission of art is to teach a love of beautiful clothes, beautiful household, beautiful utensils, beautiful surroundings, and all to the end that life itself may be rich and full of beauty in its harmony, its purposes, and its ideals. The spirit of art lifts the artisan from the plane of an animal laboring to provide itself with creature comforts to a man working to the end that he may thereby most fully and deeply live the spiritual life of human idealism. The spirit of art lightens the labor of the artisan while at work no less than to ennoble his leisure by the uplifting influence of its appropriate use.

PART VI
AVOCATIONS





AFTER OFFICE HOURS

CHAPTER XXXII

UTILIZING THE SPARE HOURS

We have discussed at great length, and from many points of view, the subject of vocations. It is opportune now to speak briefly of avocations. The two are very closely allied; both have to do with a man's daily program of work; both may add to his material income; both contribute to the joy of living.

**What Is
An Avoca-
tion?**

What then is the real difference between them? An avocation is defined as "a diversion from one's regular employment." In other words, it is a man's occasional occupation, as contrasted from his regular pursuit, which is his vocation. The latter is the big, dominating concern of the workman, occupying his attention during most of the waking hours. But the avocation is supplemental; it fills in and rounds out the ideal day of labor. Its chief function is to furnish profitable and systematic recreation; its adding to the income is only incidental and secondary. But in the vocation these two features are exactly reversed, the main purpose being to provide an income, and the minor, to afford recreation and pleasure.

The average business man makes a comfortable living; his livelihood is assured. He might regard his working day as ended when he turns the key in his office door. So far as financial necessity is concerned he may spend the remaining hours of the day in absolute idleness. But happily he knows a far more profitable and pleasant way to use them. In his back yard are a few square rods of fertile soil, and so he goes home, dons his working clothes, and wields the hoe or the digging fork for two

delightful hours. It is really the part of the day that he looks forward to with keenest pleasure. He is not conscious of the dollars he will save in garden truck, but only of the joy of wholesome physical activity. His tired brain is permitted to re-create itself. His whole being is invigorated—life is a joy.

Kinds of Avocations There are several distinct kinds of avocations. First, there are those involving physical labor, such as gardening, bee-keeping, poultry raising, and horticulture. Then, there are avocations that are purely intellectual in their nature; making a hobby of music or literature is typical. Activity within the church, provided it calls for only a part of one's time, may be properly regarded as a spiritual avocation. The lines are not always sharply drawn, however. Every good avocation will invigorate the mind and hence stimulate intellectual growth. And a church activity is at once spiritual and intellectual, but essentially the former.

Making a Choice Now what is a desirable avocation for the man of tomorrow to adopt? The choice will depend largely on his regular occupation. It is perhaps a safe general rule that if his vocation requires mostly physical labor, his avocation should be of a nature that affords bodily rest and intellectual activity, and vice versa. Gardening, for example, would scarcely be a good side interest for the man whose regular calling is farming. On the other hand, the brain worker should select for his special activity work involving manual labor. Or for the man who is engaged in the work of the ministry, a physical pursuit after working hours would be ideal, for his regular work is chiefly mental in its nature. There can be no recreation unless there is a distinct change of activity; and recreation is one of the best arguments for the adoption of an avocation.

The question now arises: When shall a man select his avocation? The answer is not simple.

Normally, perhaps, its selection will follow the choosing of the occupation, and not precede it. As has been pointed out, the vocation is primary in importance, and the avocation, secondary. Hence the former determines largely the choice of the latter; the reverse is seldom true. An exception to the general rule is the boy's learning to play a musical instrument with a view to making music his avocation later in life. In most cases, however, young men will not give much thought to the work that is to be merely a side issue, until they are fairly well established in their regular occupations.

It would not be wise, at the start, to let the choosing of the avocation interfere with either the time or attention that belongs to the regular calling. Making a good beginning in life is a vital matter, demanding great care and concentrated effort. To divide the attention or scatter the energies in the outset might prove ruinous. So the matter of selecting an appropriate avocation might well be waived during the very early years of a young man's vocational career.

And once the avocation is decided upon, it must not in any way interfere with a man's regular work. It must not conflict with, but rather fit into, his spare hours, as a harmonious part of the daily program. There is to be no sacrificing of the greater interests to accommodate the lesser. The vocational demands of this age are so exacting, and the call for one to rise to his highest efficiency so insistent, that a young man must bend every energy in the direction of his main occupation. So if the avocation adds to his capacity for success, he is warranted in having it, otherwise, not. But if he selects his minor pursuit with a view to proper balance between it and the major activity, there will be ample time and energy to devote to both.

The Danger of Conflict

One young man selected electrical engineering for his regular calling and orchestra work for a side-activity. For a time there was complete harmony, the one seeming to be a natural complement to the other. But as time went on, greater and greater demands were made on his evenings, until finally he was filling a musical engagement on nearly every night in the week. Since his regular sleeping hours were broken into, his efficiency as a worker began to diminish, the change becoming finally so apparent that his employers were obliged to dismiss him from their service. This was a case in which the two lines of work clashed, the greater interest being sacrificed to the lesser. The avocation defeated its primary purpose, detracting from, rather than adding to, the laborer's vocational efficiency.

**The
Recreative
Value**

Perhaps the best single argument for an avocation is the recreation it affords. This is pre-eminently the age of stress and worry. We are speeding up in every line of activity until the pace is becoming positively nerve-racking. Leisure is coming to be a luxury known only to the idle-rich. The best solution of this vexing problem is recreation. George John Romanes, an eminent British biologist, has written so pertinently on this matter that I cannot refrain from quoting a passage from his convincing essay. Mr. Romanes says:

In all the places of the civilized world, and in all classes of the civilized community, the struggle for existence is now more keen than ever it has been during the history of our race. Everywhere [people] are living at a pressure positively frightful to contemplate. . . . Over all the length and breadth of this teeming land, men, and women, and children, in no metaphor, but in cruel truth, are struggling for life. Even our smiling landscapes support as the sons of their soil a new generation, to whom the freedom of gladness is a tradition of the past, and on whose brows is stamped, not only the print of honest work, but a new and saddening mark—the brand of sickening care. Or if we look to our universities and schools, to our professional

men, and men of business, we see the same fierce battle rage—ruined health and shattered hopes, tearful lives and early deaths being everywhere the bitter lot of millions who toil, strive, and love, and bleed their young heart's blood in sorrow.

And later the same writer adds, by way of offering a remedy: "Recreation is the great relief from the pressure of life—the breathing-space in the daily struggle for existence, without which no one of the combatants could long survive."¹

Now recreation does not mean pleasure, in the popular sense, but rather rest, rest for the tired and worn parts of the organism, whether mental or physical. It is a process of up-building, or, literally, it is re-creation. What better way is there to rest a fatigued brain than to take some wholesome physical exercise? Or what better recreation is there for the tired body—aside from sleep—than to sit in a comfortable chair and read a worthy book? In either event a good avocation will admirably fill the demand.

An avocation may often be made to subserve practical ends, too. In many instances it is a profitable source of income, making a substantial bank account a possibility, where otherwise it would be very difficult even to make ends meet. The man with a good avocation is much in the same position as the thrifty manager who utilizes a by-product in manufacture. If the laborer's regular work provides an income adequate to meet current living expenses, then his side-line should make it possible for him to accumulate a little surplus, that might be very convenient in case of emergency or a splendid provision for old age.

One young man, who is a bank clerk, finds time before and after his working hours to engage modestly, but profitably in the poultry business. The

**Making
It Pay**

¹*The Popular Science Monthly*, Vol. 15, p. 770.

same systematic procedure that characterizes his regular duties he has injected into his outdoor activity. To begin with, he studied carefully all the bulletins on poultry raising that the agricultural college of his state could provide him with. Then he began with a small flock of hens to carry out his theory in actual practice, tabulating carefully the detailed results of his new venture. At the end of the first year—to use his own phrase—he “hardly broke even”; he was not easily discouraged, however, but tried again, this time on a little larger scale. When he balanced his accounts at the end of the second year he found that he had cleared \$78 and some odd cents.

Another young man supplements his moderate income from school teaching by growing vegetables during the summer vacation on an acre or two of ground in the suburbs of a large city. This is an admirable way for him to tide over what would otherwise be a period of unemployment. It is ideal recreation, and he makes it pay.

It is not always, of course, that an avocation will have a dollars-and-cents value, but if it may be made to swell the total yearly income, so much the better. Money, however, is not to be the first or chief consideration: it is the opportunity for recreation and rejuvenation that counts for most.

Increased
Joy of
Living

The avocation should in no event be irksome. If it is felt to be a burden it should under no consideration be pursued. When it ceases to be a pleasurable activity, it defeats the very purpose for which it was chosen. When one does not experience a sense of relief in leaving off his regular work to take up his special, there is something wrong with the latter.

Too many men carry the cares of their work-a-day life from the office to the home, and back to the office again. They permit the worries of business

and labor to weigh on their minds continually, carrying them about wherever they go. This should not be. Every man should have frequent respite from the vexing problems that are incident to his regular work. "A fellow and his business," says Lorimer, "should be bosom friends in the office and sworn enemies out of it." The best avenue of escape is a desirable avocation. It gives the toiler a chance to catch his breath, to get a glimpse of the blue sky, and to hear the song of the bird.

Far too many workmen get a one-sided development in the process of their labor. If their vocational activities are chiefly physical they allow the mind faculties to deteriorate through disuse. Or if they are confined to offices and school rooms they woefully neglect the development of their bodies, acquiring round shoulders and flabby muscles. The normal growth of all the capacities and powers of man has come to be rather the exception than the rule. The Creator never intended that such should be the case. He designed that every man should unfold and develop all of his inherent faculties—physical, mental, and spiritual. Now since the opportunity for this is often lacking in the vocation, it should be provided, in part at least, in the pursuit of an avocation.

**Keeping
One's
Balance**

Specialization has been urged as an indispensable condition of vocational success. "He who would have greatness must limit himself," says Goethe. But this confining of the attention to a limited and particular activity is open to a very serious objection. Specializing, in a way, begets narrowness; there is scarcely any escape from it. If a man persistently focuses his powers on a specific thing, much to the exclusion of all else in the world, he will be essentially ignorant of those things that lie outside of his intellectual horizon. This results in a certain nar-

rowness of point of view, a failure to keep in sympathetic touch with the aims and strivings of others.

The problem is somewhat difficult of solution, but the man of tomorrow will solve it by adopting a suitable avocation. This will do much towards widening his circle of interests, breaking down the barrier that often keeps the laborer too narrowly preoccupied with a single concern. In a word, it will secure to him a better all-round development, a more completely balanced manhood.

**A Greater
Capacity
for Service**

We have pointed out that one of the chief benefits to be derived from the pursuit of an avocation is recreation. Now there is a vital relationship between recreation and service. A man owes it not only to himself, but to the community and the state, to keep at the point of highest efficiency. His first duty is to be a conscientious worker in whatever field he has elected to labor. His capacity for productive and honest toil will determine largely his value as a unit of society. In a word, he must keep himself in splendid fitness for efficient work. Now, one cannot stick eternally in a single vocational rut and be at his best; he must frequently get out of his little private world if he aspires to high achievement. An avocation, to relieve the tension of work and to break the monotony of routine, is highly conducive to social efficiency.

**The
Avocation
Becomes
the
Vocation**

It sometimes happens that a man's avocation becomes his vocation. He discovers that what he supposed was a minor interest is in reality the one thing in all the world that he can do best. A case comes to mind that will admirably illustrate this point. A certain young man had prepared himself for mechanical engineering. His first remunerative employment was in the sales department of a large firm. In this work he succeeded fairly well, discharging his duties to the satisfaction of his em-

players. After getting thoroughly established in his vocation he found that he had daily, several leisure hours. What to do with his spare time became a genuine problem. Finally, at the suggestion of a friend who knew of his youthful tendencies, he began a systematic study of the piano. At this he proved unusually apt, and his progress was rapid. He continued to work, hard and persistently, and after several years he became convinced that he had a remarkable talent for music. His next step was to abandon the engineering profession, in order to pursue a musical course in a well-known conservatory. He excelled in his new line of work and is today a prominent musical director in a large western city.

These, then, are some of the chief advantages of having a desirable avocation. It would seem that a boy who is concerned about his own future can hardly afford to ignore them. The opportunity for selecting and pursuing an avocation is growing ever greater. The eight-hour day promises in the near future to be almost a universal rule. In many branches of the world's work it is already an accomplished fact. This leaves a total of eight waking hours, most of which the workman will either squander or else devote to some organized recreational activity. Let us hope it will be the latter—certainly it will be with the man of tomorrow. As for finding something to do—the world was never so full of varied opportunity!

**Growing
Oppor-
tunity**

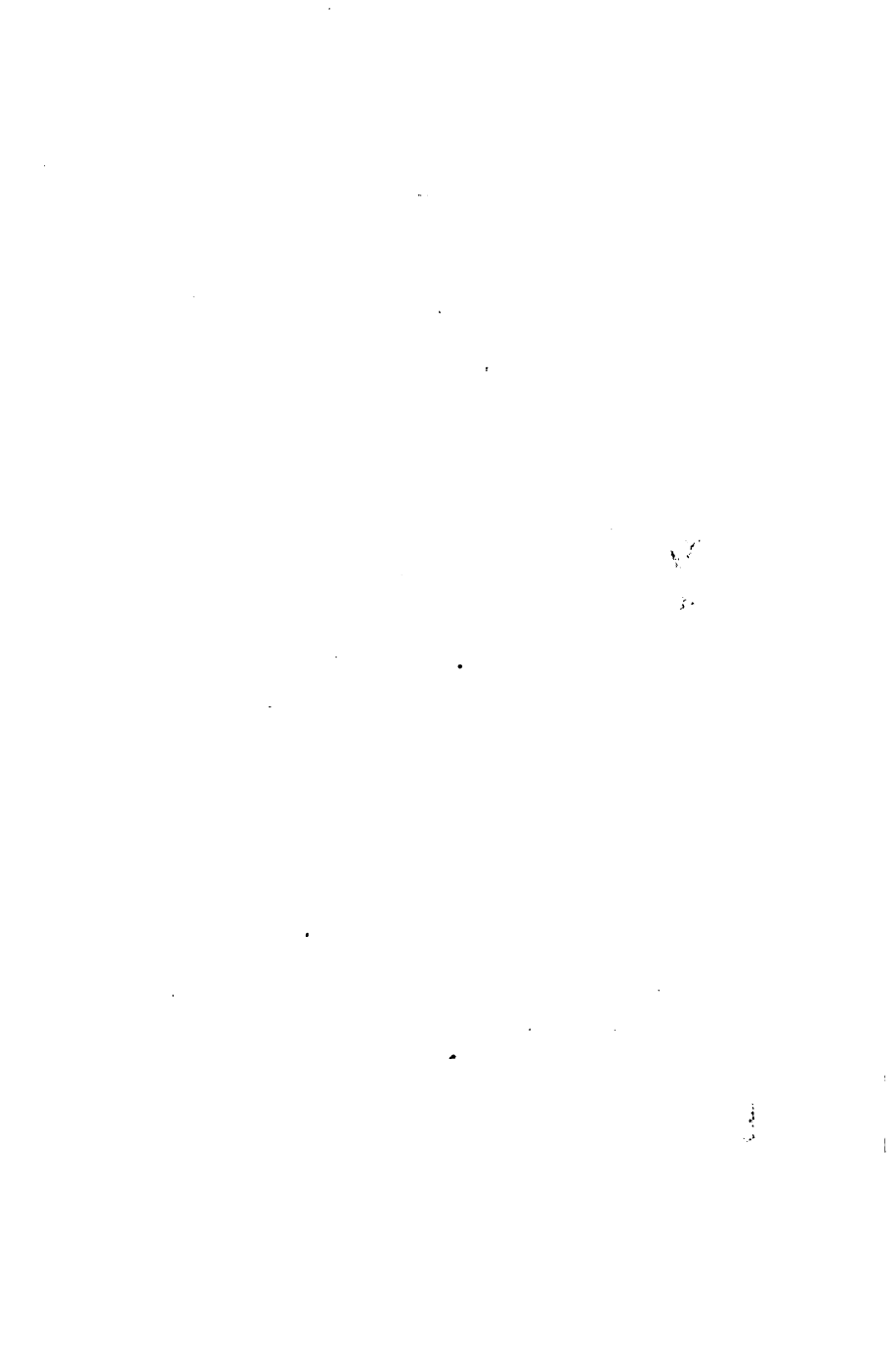
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PART VII
GENERAL CONDITIONS OF
VOCATIONAL SUCCESS







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THEODORE ROOSEVELT

**Has Been for Nearly Twenty Years the Most Widely Known
Exponent of Physical Fitness in the United States**

CHAPTER XXXIII

SUCCESS FACTORS

In the concluding chapter it seems fitting that we point out a few of the general conditions of success. There is a certain standard of efficiency and morality that the man of tomorrow will measure up to whatever his specific calling may be. Whether he intends to be a carpenter, a farmer, or a lawyer, he will achieve his best only by rigidly observing some simple fundamentals of conduct and discipline.

**A
Common
Standard**

Space will not permit of a detailed discussion of all the qualities and characteristics that contribute to attainment. The things that might be listed in a rules-for-success column are little short of innumerable. The reader is not to be burdened here with their weight and complexity. Countless books have been written on the subject; the young man will select and read at his leisure a few of the best of them. In any event, he cannot hope to follow every one's advice, however good and well intended. But there are a few salient matters that all can agree on; there are some things that no boy can ignore and at the same time succeed in his vocational pursuit.

Let us speak first of health. When traced to its derivation, this word is found to be related to two other words—hale and whole. To be in the prime of health then, is to be sound and whole physically. No one is healthy who is defective in any part of his organism. Says Galen, "Health is symmetry, disease is deformity."

**Physical
Fitness**

Now since health is the normal condition of the body, it should be cultivated and preserved with the

utmost vigilance by every boy in the land. Youth is the right time and the only safe time to lay a foundation for a vigorous manhood. Neglect in matters of health, on the part of the boy, means an inefficient middle life and a broken down, decrepit old age. Nature never forgets a violation of one of her laws. She bides her time, often exacting her penalty at an hour least expected. When the laying of foundations in our younger days is ignored, there remain only shifting sands to build on.

People often labor under misconceptions as to their true physical condition. There is a tendency to over-confidence in the matter of health. Many assume that they are well simply because there are no visible symptoms of disorder. When the vigor of youth is pulsing through one's veins he feels as if he can move the world, with a strength that is inexhaustible. It is then that he overtaxes himself, sowing the seed of some subtle ailment that will one day bring him to the verge of a breakdown. But he works on through his best years, little suspecting that some dangerous disorder is making a steady inroad on his vitality.

This fact was graphically demonstrated not long ago in New York City. A somewhat typical group of 2,000 young men underwent physical examination. They were, in the main, employes in banks and other commercial houses, and the average age was 30 years. They were all apparently in good health, 1,898 of the number expressing absolute assurance in the matter. It turned out, however, that only 63 were thoroughly sound; 1,937 being below the normal health standard. Some had only small defects, it is true, but many had really serious troubles in their incipient stages, more than 350 having defective hearts and kidneys.¹

¹*The Outlook*, December 27, 1916.

This examination should convince young men that they cannot be too watchful of their physical well-being. Ignorance or indifference might be swiftly ruinous. That one feels well is not always sufficient evidence that he is well. The doctor should be a most valued confidant. He is acting in his best capacity when he keeps us well, not when he restores us to health after we have fallen sick. Every one should have frequent physical examination in order to discover the earliest symptoms of physical disorder and to find a cure before it is too late.

Health is a vital matter for the man of tomorrow, whether he be a brain worker or a manual laborer. No one can be either happy or efficient when there is some persistent ailment vexing him. If he is doing physical labor he is distressed; if mental, his mind is constantly distracted. Descartes says: "Be watchful of thy body if thou would rightly exercise thy mind." A disordered, fatigued body begets a sluggish brain. Health and efficiency go hand in hand.

The three things that are most conducive to health are regular and sufficient sleep, wholesome food, and systematic exercise. Men who observe strictly these fundamentals seldom need the doctor's prescriptions, for they are seldom ill. They have a fund of vitality to draw on that makes their work comparatively easy and always pleasurable. These three things are the A, B, and C of right living.

We often hear it said that this or that man has a winning or a commanding personality. Just what is **Personality** meant would be difficult to express in concrete terms. Charles M. Schwab calls it "that indefinable charm that gives to men what perfume gives to flowers." Personality is about as subtle and intangible as electricity, and about as wonderful, too, in its effects. We know it is a reality, we can perceive its strength, but we cannot trace it to its ultimate source. It is

even possible to generate electricity; is it not also within the range of possibility to cultivate personality? The one finds expression in light, heat, and energy; the other, in a beaming countenance, enthusiastic utterance, and a magnetic presence. Personality cannot be superficially "put on," or assumed; it seems somehow to come from the inner depths of character. Then to cultivate personality—the most desirable of all qualities—one must enrich his mind and ennoble his life by the acquisition of truth and the practice of virtue.

**Faith in
One's Self**

Another thing that will be a part of the equipment of the man of tomorrow is self-confidence, or faith in his own power of performance. The phrase, "he can who thinks he can," expresses a fine element of truth.

We need more of the simple faith of the child who reaches out after the sun or attempts to lift a stone bigger than itself. When a little boy was asked if he could play the violin, he replied confidently, "I don't know—I've never tried." As we grow older we take too much for granted as to our inability; we are doubtful of our own power and hence refuse to give ourselves a fair trial.

The man who wavers, only half trusting in himself, is likely to fulfil his own gloomiest fears. Distrust begets weakness and ends in failure. When the Apostle Peter looked down into the black depths of the sea, he lost courage and began to sink. It required the strong arm of faith to rescue him.

If one has faith in himself, others will put their confidence in him, too. What is so reassuring as to see a man stand up in the face of all the world and declare himself ready to attempt any worthy enterprise? We are wont to say, "Go ahead, nothing can keep you from succeeding." One's confidence in his own power finds an echo in the hearts of all.

And this all has its bearing on the practical side of life. If a young man has great faith in himself, he will succeed; no obstruction can stand between him and his goal. He will fight his way to victory while the pessimist is prophesying his defeat.

Closely akin to confidence is the divine gift of courage. When the two are allied, a man has not only a mastery of himself, but a key to the mastery of the world. Life, after all, is a great struggle, and it takes something of the quality of heroism to face it unflinchingly. The timid man, who keeps his light hidden under a bushel, is almost foredoomed to failure, and likewise is the man who is easily baffled. There are many who face difficulties with a fine front till they meet with a decisive rebuff, when they turn back, crestfallen and defeated.

The Man
of Courage

Sir Walter Scott was a fine type of the courageous man. When he was about fifty years of age a publishing house with which he was associated failed, entailing on him a debt of 117,000 pounds. This man of honor refused to evade the obligation by taking advantage of the bankruptcy law. He had the courage, even in his declining years, to assume this gigantic burden. Before his death—which hard work hastened—he had paid back 70,000 pounds of the indebtedness. He was knocked down flat, but he had the courage to come up again. And never was he heard to breathe a word of complaint about his great misfortune.

Courage and persistency may not only retrieve a lost fortune; they may be the means of winning one in the first place. John S. Burroughs began his vocational career as a humble bank clerk. He discovered that he was wasting a vast amount of time correcting errors, and one day the idea of an adding machine came into his mind. After six years of patient toil he had completed his first lot of 14 machines. But they were all failures, and soon

found their way back to his humble factory. Did he drop out of sight, crushed and discouraged? No, he pulled himself together, threw the machines out of the window and began all over again. Finally he evolved the famous Burroughs adding machine of which he has manufactured 218,000. His company is capitalized at \$5,000,000.

If a young man is ready to regard defeat as failure, he will soon be out of the running for the things in life that are worth while. Those finally succeed who have the courage to hang on. Obstacles are often great blessings in disguise. Ruskin tells us that "The head of Hercules was always struck covered with a lion's skin, with the claws joining under the chin, to show that when we had conquered our misfortunes they became a help to us."

Courage will triumph; it will rout failure in the end. And the hope of every boy lies in the fact that it can be cultivated to a high degree. The man who would achieve vocational success must come up on the firing line and stand firm through all the fury of a thousand trials and difficulties.

**The Magic
of En-
thusiasm**

Enthusiasm is another quality that wins. There is something really magical about this factor. It has an appeal that goes directly to the heart, an appeal that is irresistible. The enthusiastic lawyer sways the jury; the enthusiastic salesman gets his customer to buy; the enthusiastic musician thrills his audience; the enthusiastic speaker converts men to his way of thinking. Enthusiasm sweeps everything before it, and clears the way to victory.

It is, in fact, a kind of contagion; one man can impart it to a whole crowd. Peter the Hermit organized a wonderful crusade through his fiery display of enthusiasm. Men could not stand out against it; they flocked to his standard by the tens of thousands.

If one is afire with the conviction of truth he will win, whether he be transacting an affair of business or preaching a new doctrine. It is the manner of doing a thing that is convincing. If an advocate seems genuinely converted to his own cause, others will ask for no higher recommendation of its worth.

Enthusiasm liberates one's latent powers, often giving him a command of a situation that he marvels at. Never, till a man puts his very heart and soul into his work, is his own greatness revealed to him. This is not a mere platitude; all who have risen to worthy and significant places will testify to its truth. When a man is charged with the electric current of enthusiasm, his tongue is loosened, and his power of action increased an hundred-fold.

And can this magic quality be developed? Assuredly yes! Every boy has a spark of it, that may be fanned into a flame or stifled and suppressed until it is finally snuffed out.

The world is calling for enthusiastic men. And the world is calling, too, for genial men, men of good cheer and sunny disposition. A smiling countenance not only gives one social preferment, but it gets him an increased volume of business. Any laborer whose work brings him into contact with his fellow men, will succeed better if he is agreeable and pleasant. Nothing repels like "grouchiness" and cynicism. Most people would gladly go around a block to avoid coming face to face with either.

**"Moral
Sunshine"**

Charles Mathews said, "A sunny disposition is the very soul of success." There is something invincible about this quality. The man who possesses it wins easily over his competitors who do not. He is given preference in every walk of life, for men who furnish employment to others like to gather about them associates who radiate good humor.

The life of Jay Cooke has in it a wonderful lesson for aspiring young men. This remarkable man lost a fortune after he had passed the half century mark. But he began dauntlessly at the bottom again, and worked his way to the possession of new millions. When a friend asked him how he accomplished this unusual feat, he replied :

That is simple enough ; by never changing the temperament I derived from my father and mother. From my earliest experience in life I have always been of a hopeful temperament, never living in a cloud ; I have always had a reasonable philosophy to think that men and times are better than harsh criticism would suppose. I believed that this American world of ours is full of wealth, and that it is only necessary to go to work and find it. This is the secret of my success in life. Always look on the sunny side.

**The Im-
portance
of Work**

Let us emphasize next the importance of work. A boy may be ever so well equipped with personal endowment and opportunity, and still fall woefully short of success if he fails to put forth his effort. Work is the great key to achievement. Without it the most talented will fail ; by means of it the man of only average capacity may rise to the highest round of attainment. There are many eminent men who insist that genius itself is little more than capacity for hard, persistent work. Here is the testimony of Alexander Hamilton :

Men give me some credit for genius. All the genius I have lies just in this : When I have a subject in hand I study it profoundly. Day and night it is before me. I explore it in all its bearings. My mind becomes pervaded with it. Then the effort which I make, the people are pleased to call the fruits of genius. It is the fruit of labor and thought.

A prominent writer on vocational subjects sent out a questionnaire to the most influential and successful men in this country, men representing practically every important occupation. Among other

queries he put to them was this: "To what one thing or to what two or more things do you attribute your success?" He received 283 replies, representing a total of 29 opinions. But the four answers that stood at the head of the list were these:¹

Perseverance, stick-to-itiveness, constancy.....	66
Application.	59
Hard work	54
Industry.	28

This means that 207 of the total number—283—replying regarded one or another of these four qualities as the key to success, leaving only 76 replies to be distributed among the remaining 25 opinions. Now these four qualities that head the list are, after all, but aspects of one thing, and that is work. What a testimonial is this to the value and power of work!

The man who is devoted to his labor will get recognition; he need have little fear about being kept down. He will rise inevitably to the position that he merits. Things may not always move as fast as he would like, but if he will learn the lesson of patience, and have the good sense to work while he waits, his reward will come to him.

But simply hard work is not sufficient; labor must be organized and put on a basis of efficiency. System is quite as important as either energy or persistence. In order properly to conserve one's strength every blow must be made to count. One of the most prodigious wastes in this land is the waste of effort. There is entirely too much putting forth of strength to no purpose. Work must be organized to be effective. Every man should have a plan of campaign, a strategy of labor. A great driving power of energy will avail but little if it is undirected. The world is ever ready to welcome the efficient man. Emerson assures us that "if a man can preach a better sermon,

**The Need
of
Efficiency**

¹Nathaniel C. Fowler, Jr., "*The Boy*," pp.130-1.

write a better book, or make a better mousetrap than his neighbor, though he build his house in the woods, the world will make a beaten path to his door."

One's activity should be intensive rather than feeble and prolonged. There should be ample opportunity for both work and play, the two alternating at somewhat frequent intervals. It is concentrated effort that counts. If most men would work half as long and twice as intensively and efficiently, the world's progress would move faster, and there would be ample time for wholesome recreation.

The man of tomorrow will know the power of efficient work and hold the key to wealth and happiness.

**Honesty
An Asset**

Another essential to vocational success is honesty. The man who would practice principles of honest dealing, however, merely to get ahead in the world, is not to be admired. Honesty is an ideal and it should be cherished for its own sake. The highest motive in doing good is the love of good. But the fact remains that one of the rewards of honesty is material prosperity. This is to say that, after all, the practice of this virtue is a good policy. Mirabeau had this in mind when he said, "If honesty did not exist, we ought to invent it as the best means of getting rich."

A thoroughly honest man is upright in many other respects; he is truthful and he is sincere. Deceit can find no place in his soul. "Honesty is the oak around which all other virtues cling."

The relation between this quality and success is not difficult to perceive. Honesty inspires confidence, and confidence is the basis of all amicable transactions among men. Furthermore, it has come to be recognized by society as the standard of dealing, and hence is fostered as a business ideal. Deceit,

misrepresentation, and fraud are strictly under the ban in modern society; they can thrive only in the dark. Any business conducted under such a handicap can be only short lived.

It is true, of course, that many men do succeed in accumulating wealth by graft and crooked dealing. Some even amass great fortunes by unscrupulous methods. So there is such a thing as the attainment of material success in open defiance of every known principle of honesty. But such success is infinitely worse than failure. It is likely, too, to be of a fleeting kind of prosperity. Most dishonest dealers are eventually dragged out into the open and made the objects of public scorn. No young man can afford to build his career on a foundation that is certain to crumble away. Life is too short for such folly and the interests at stake are too vital.

If a man determines to be straight simply to insure success, he is not putting his honesty on a very high plane, but he is, nevertheless, adopting a sound business principle. Fair dealing makes for permanence and stability, whether one is in a profession, in business, or engaged in an industrial pursuit. There is little doubt that a good character is a man's best vocational asset. The late J. Pierpont Morgan declared before the United States Senate committee that "character is the basis of credit," and that he had advanced as much as a million dollars to a man with no other security than his character alone.

Reliability is at a premium. The carpenter who gets a reputation for honest workmanship will have more contracts than he can take care of; the reliable physician will hardly be able to make the rounds of his many patients; and the business man whose word is his bond will have more transactions than he can look to. President Elliott of the New York, New Haven & Hartford Railroad Company gives this

advice: "The only rule to success that I know of is hard work, sincerity, good character, and good habits."

And the big, successful men in every walk of life are giving boys the same sincere counsel. They are proclaiming unanimously that integrity is the first and chief thing demanded of those who are filling important places in the world's work.

**Frugality
and Thrift**

It will be recalled that one of the aspects of vocational success is an adequate income. If a man's work does not yield him this, it is probable that he has not chosen an ideal calling. A comfortable living is of first importance. Given a fair opportunity, the average laborer may, by careful industry, build himself up to a competency. But if he is to get ahead and keep ahead he must supplement industry with frugality. It is one thing to earn money, it is quite another thing to save it and to utilize it to the best possible advantage.

If a capable money maker is wasteful, he is little better off than his frugal neighbor with low earning capacity. After all, they will have about an equal standing in the world. The saving instinct is quite as vital as the earning power. If a man's income does not somehow exceed his outgo, it may be said, in a financial sense, that he is simply marking time.

Nearly all the great American financiers laid the foundation for their vast millions by scrupulously saving the little things early in their careers. When Philip D. Armour was asked what he considered the turning point of his career, he answered: "The time when I began to save the money I earned."

Systematic saving was the key to the Rockefeller millions; to the Carnegie millions; to the Astor millions; and to the Swift millions. Concerning the latter, this interesting paragraph appeared in the columns of *System*:

About fifty years ago Gustavus Franklin Swift, a farmer's boy of eighteen, was given \$20 by his father with which to buy a heifer and start out in business for himself as a butcher. The sale of the meat from this heifer netted Gustavus a profit of \$10, or fifty cents on each dollar of sales. Today Swift and Company is one of the world's greatest organizations with an international trade. The sales for 1915 exceeded \$425,000,000, earning about two and a half cents on each dollar of sales, or a total profit of \$9,450,000.

Prosperity waits upon frugality. Young men must learn this if they would succeed financially. The average workman will not find it possible to accumulate a surplus in any other way. He will be able to make adequate provision for old age only through the practice of strict economy. The best thrift insurance one can have is the saving habit. Saving coupled with industry is the gospel of temporal salvation, and makes for that enviable condition of financial independence. Listen to Bobby Burns on this matter:

To catch Dame Fortune's golden smile,
Assiduous wait upon her,
And gather gear by every wile
That's justified by honor;
Not for to hide it in a hedge,
Nor for a train attendant,
But for the glorious privilege
Of being independent.

There is one question that some young men are prone to treat lightly, but one that should have, nevertheless, the most sober consideration. I am speaking of marriage. The choice of a wife involves the most important step that a young man will ever take, for it will likely mean either the making or the marring of his career.

**A Good
Helpmate**

Many persons enter blindly into the marriage relation, giving little serious thought to the choice of a life companion, or to their own fitness for assuming so great a responsibility. Some seem to

choose deliberately to work under a life-long handicap. And the fatal thing about an unfortunate marriage is the fact that such a mistake cannot be rectified; once the vow is taken the parties are bound to a life-long companionship, for better or for worse.

So the young man should select and be worthy of a good companion, so that they may travel life's highway equally yoked. Such a wife will be his best ally in achieving his highest ideals. She will be in no sense a hindrance, but in a thousand ways positively helpful. Many are the great men who attribute their attainment to the aid and sympathetic encouragement of a good woman. Such acknowledgment is not merely the expression of a chivalrous sentiment, but the grateful bestowal of credit where it is due.

A good wife is an asset to a young man in another respect. One of the first questions that employers put to applicants is: "Are you married?" An answer in the affirmative is conceded to be a distinct recommendation. One who has the responsibility of a family is considered more stable and dependable. Other things being equal, he is nearly always preferred over the single man.

Of course, we should have little admiration for a man who would enter into the marriage relation merely to promote his material interests. He should have other and better reasons for taking such a vital step; he should be ever mindful that marriage is his most sacred privilege and that to get married and to rear an honorable family is the highest calling that God has given to man. But in addition to this great truth the fact remains that he will be better off in the matter of getting and keeping desirable employment if he is the possessor of a loving help-mate.

There is nothing of such infinite worth as an ideal of achievement. Many men are failing, not because they lack capacity for succeeding, but because their lives are not motivated by a fixed aim. One who does not look forward is not likely to move forward. Napoleon Bonaparte's marvelous accomplishment has been attributed to three things: first, he decided exactly what it was he wished to do; secondly, he determined accurately how he must set about to do it; and thirdly, he entered into his task with a dauntless and invincible determination.

A Fixed Aim

The life that is not directed by a constant purpose is like a derelict ship at sea; it is tossed hopelessly about by the winds and waves of circumstance, foundering, in the end, on the reefs of failure.

A high and worthy aim begets a wholesome discontent. And this is one thing that insures genuine progress, both the progress of the individual and of society. The laborer who gets dissatisfied with an undesirable position is likely to work his way out of it. Had John Jacob Astor been content to remain a peddler in the streets of New York he would not now be remembered as one who achieved big things. Or if Thomas A. Edison had been able to satisfy his aspiration by continuing as a news agent, the world would not be infinitely richer for his labor.

The yearning for better things is a constant spur to accomplishment. It is only when we perceive the vast difference between our real selves and our ideal selves that we become hopefully restless and eager to move forward. The man with a fixed aim knows no peace of mind, unless he is struggling towards the thing of his heart's desire.

Finally, every man will need, to win in the battle of life, a settled faith. A wholesome religion has a wonderful influence in the shaping of one's career. Deep conviction in the existence and providence of God is like an anchor to the soul. The man of faith

A Settled Faith

is not easily baffled ; he struggles on, confident that truth will prevail, and that honest, persistent effort will be ultimately rewarded.

A belief in God and immortality inspires a hope in one's life that finds expression in cheerful and enthusiastic work. The religious person is seldom gloomy and pessimistic ; his buoyant faith keeps him from settling in the ruts of doubt and despair. He will keep on trying when his last bit of strength is gone, confident that he will be aided by a Power that is beyond his own.

**The Man
of To-
morrow**

A persistent adherence to these factors of progress will secure to the man of tomorrow the coveted place in the world that he dreams of as a boy of today. But hopes are achieved in deeds and ideals are converted into living realities by sweat and toil. Let every youth keep his young dream fresh in his heart and the fire of determination burning in his soul, and let him not forget that Fortune exacts from every one who comes knocking at her gates a price that can be paid only in the currency of work. Dreams count for much, but they waste away like withered flowers if they fail to stimulate the dreamer to eternal striving.

The youth who aspires to become the man of tomorrow will guard his days jealously, determined to wring from each of them a toll of advancement. A wasted hour he will regret as a lost opportunity. "The life so short, the craft so long to learn," sighed Chaucer. The perfecting of a body to its maximum strength and endurance ; the training of a mind to its highest power of efficiency ; and the disciplining of a heart that will give one a sane and sympathetic outlook on life—are undertakings that must be begun in early youth and continued through manhood. And these are the elements that make for true vocational success.

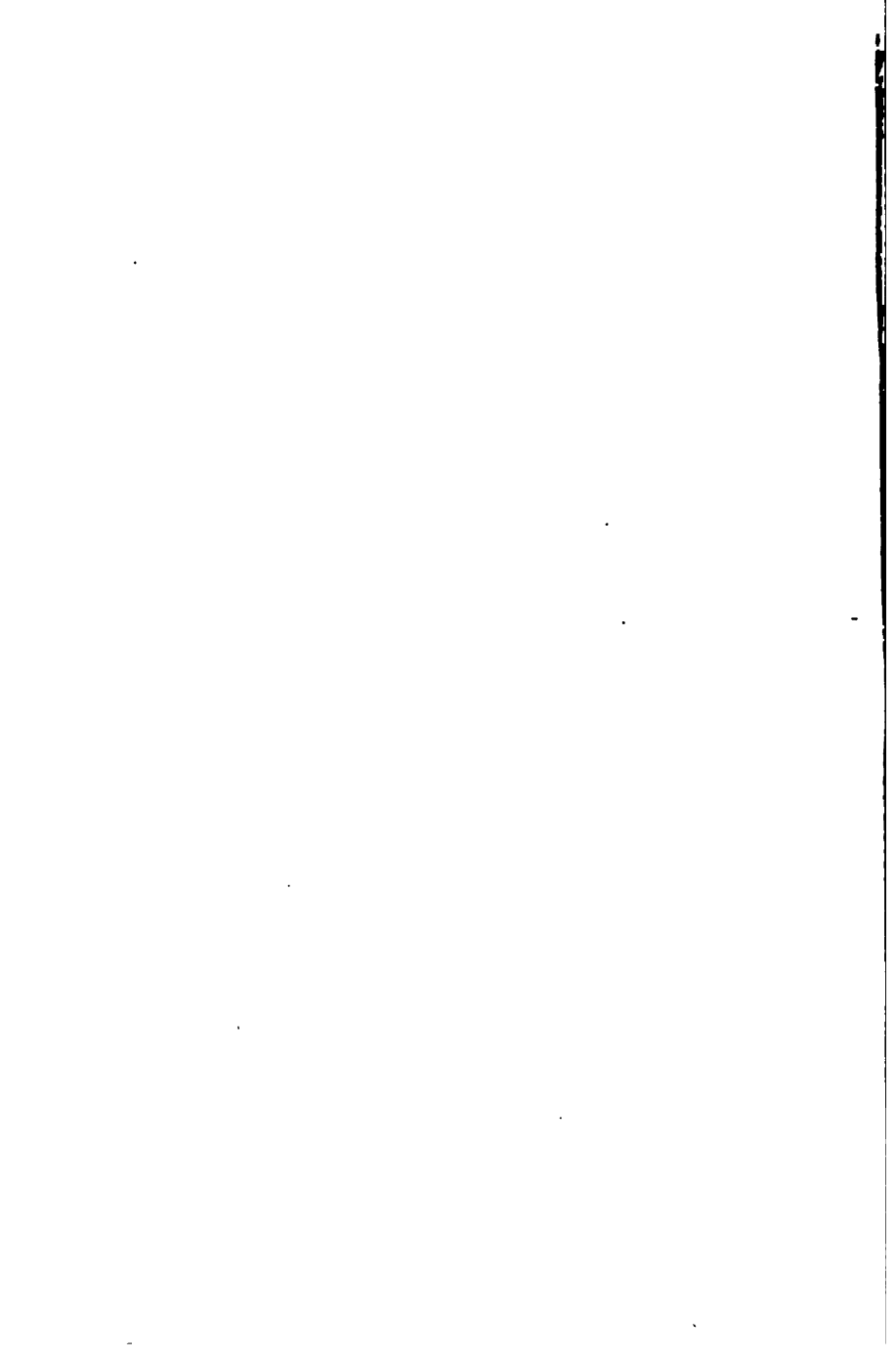
The man of tomorrow will be a trained expert in that department of the world's labor into which he will fit harmoniously and happily. His natural ability will determine for him the place in life that he is to fill. Rather than be a misfit in some commonly idealized vocation he will work with calloused hands at the roughest kind of toil, and dignify his natural calling by zeal and devotion.

He will be equipped to do some one phase of the world's work with such expert efficiency that he will welcome the keenest competition in his craft or profession. That quality of service that an exacting and progressive age demands of him, he will be prepared to render, and he will ask in return only the rewards of merit.

This modern specialist will keep abreast of the times, never falling into hopeless vocational ruts. A broad and liberal education will give him a balanced development of all his best faculties. An intelligent insight into life and a wide knowledge of the world's affairs will put him in sympathetic relation with all his fellow toilers. His training will mark him with that wholesome culture that becomes every workman, from the artisan to the artist.

The man of tomorrow, thus equipped to achieve and to serve, will be an efficient contributor to the world's new progress.

END



APPENDIX

A WORD TO THE COUNSELOR

This is a day of opportunity for the vocational counselor. The time has come when we will no longer stand by and see our young men drift into vocations for which they are ill adapted and for which they have had little or no training. The field is "white already to harvest," and the counselor who is prepared to thrust in his sickle and reap will be one of the most valued servants of his fellow men. There is hardly a labor that can compare in importance to the directing of the uncertain footsteps of boys who are about to discover and enter their life's work.

The vocational counselor should have, above all else, a clear conception of the duties and limits of his mission. One who is not familiar with this new work is likely to under-estimate its importance and to minimize its difficulty. Too many people are prone to believe that it is relatively easy to discover what a boy is best adapted for and to give him positive and infallible direction as to how he may achieve his best. Setting a boy right and starting him on the road to success are not the task of an hour nor a task that involves no error of judgment or unwise counsel. On the contrary, vocational counselling is one of the most delicate and difficult labors that men are called upon to perform, demanding intelligence, insight, devotion, and patience. Says Bacon, "The highest trust between man and man is the trust of giving counsel."

Vocational guidance is not yet a science. There are no hard and fast rules to follow. The counselor

is a guide in the truest sense. It is not his business to choose the boy's calling for him, but rather to lead him with such intelligence, firmness, and sympathy that he will rightly select his own calling. In any case the young man has the sacred right to make his own final decision with respect to an occupation. If the counselor presumes to make it for him, he is trespassing on forbidden ground.

This pointed extract comes from the report of the Bureau of Labor: "Vocational guidance does not mean selecting a pursuit for a child or finding a place for him. It means rather leading him and his parents to consider the matter themselves, to study the child's tastes and possibilities, to decide for what he is best fitted, and to take definite steps towards securing for him the necessary preparation and training."¹

The guide should keep ever in mind that he is to approach his task with caution, but at the same time with a determination to be helpful and inspiring. Some conservative educators believe that we are warranted in giving the boy only negative advice; that is to say, we may tell him what vocations he would probably not succeed in, and urge him to steer clear of them, but that we should stop short of recommending and urging a particular calling. But in any event, the counselor's work must be constructive and encouraging. He must not dampen the young man's ardor, but rather he must direct his youthful energy into channels of efficiency and usefulness.

Giving vocational counsel is a high calling. The man who assumes the responsibility must have sterling qualities of manhood and a wide knowledge of men and affairs. His moral character must be above suspicion or reproach. He will have imperfections,

¹Twenty-fifth Annual Report, 1910, p. 411.

of course, but he is not of the right type for this serious work if he is unwilling to make a heroic effort to overcome them, and to build himself up until he is a worthy exemplar for the boys in his charge.

Moreover, the counselor should be a man with unusual insight into human nature. If he has a spark of such endowment he will be able to cultivate it to a degree that will make it one of his best assets. And he should possess a genuine love and sympathy for young men. If he has not this quality he will be unable to get close to them and to discover their secret ambitions and yearnings. Especially must he have compassion for the wayward boy, and patience with the lad who bids fair to be a failure.

He must make up his mind to be proof against discouragement. The fruits of his labor will mature slowly; it may be he will never know the good that he has accomplished. He is sure to meet with reverses, and unless he has the nerve to keep on trying, again and again, he will drop out of the work before he has made a fair beginning.

The counselor must be tactfully frank. He is under moral obligation to tell the truth as he understands it. If some youth aspires to a professional calling, when it is quite apparent that he would be better adapted to a manual pursuit, he must be advised to follow the latter, even at the cost of offending his vanity. To flatter a boy into believing that he could succeed in an occupation for which he has little aptitude, simply to please his fancy, would be the greatest unkindness the counselor could do.

The spirit of co-operation should characterize all vocational work. The counselor will have valuable allies especially in the boy's teacher and his parents. He should not presume to take the problem wholly into his own hands; others have an intelligent interest in the young man as well as he. However, the

appointed guide will properly take the initiative in devising plans and seeing that they are carried out. All who have any claim on the boy's welfare should unite to help him.

An important part of the counselor's equipment will be a knowledge of the various occupations. This he will be able to improve constantly by reading and observation. And then he must be fair and unbiased in giving advice. Because he himself is partial to a particular occupation does not warrant his counseling a single young man to adopt it, unless the young man has special aptitude in that direction. Nor should prejudice against any pursuit cause him to advise boys to avoid it. The counselor is to see the situation from the young man's point of view and not from his own. His personal likes and dislikes should not color his advice in the least.

The counselor's opportunity to inspire young men with high ideals of vocational success will be his great privilege. He can impress them with the important truth that the line of work they follow in life will be in a very large measure the key to their joy, prosperity, and service; that if they are misfits they will be handicapped for life, and fall far short of their possible attainment. Every man should have it burned into his mind that his occupation will somehow react on every phase of his life activity.

There are several distinct aspects to the work of counseling. It means not only helping the boy to discover what line of work he is adapted for and urging him to prepare himself thoroughly for his chosen pursuit, but it means also guiding his young footsteps at that critical time when he is seeking a position in the world's work to make his "trial flight." Where it is practicable, attention should be given to placement work, that is, helping the boy to find profitable employment and following him up till it is reasonably certain that he will make good.

We come now to the methods of the counselor. First is the class or group work. There is a vast amount pertaining to our subject that may be taught quite as effectively to a group of young men as to a single individual. Indeed, there is a certain inspiration in class instruction that is wanting in private conference. All the parts of this book will lend themselves to class work. Part IV, however, which has to do with discovering adaptability should be used supplementally for private study and analysis. For intensive and effective class work a group of 25 or 30 is about the proper size. One meeting a week, devoted to class instruction would make it possible to cover the ground in one season.

But wholesale counselling is not sufficient. The really difficult part of the work is with the individual boy. Discovering what each one is best adapted for is a problem by itself. Every young man should have the private and personal attention of the counselor in addition to the class work.

The interview with the boy should not be haphazard and superficial, but serious and thorough. A logical first step would be to inquire what the young man is ambitious to do when he enters the vocational world. Very often the youth's aspiration is a key to his best capacity. The boy's ambition will be a lead for the counselor to follow, a basis to work on. He may begin to look for evidence that will either confirm or contradict the young man's opinion. If he is a prepared counselor he will know what natural qualifications one must have to warrant his studying for this or that pursuit, and he will know how to go about the task of determining whether the applicant has the necessary endowment. This last step involves a careful and searching investigation of the young man's interests—his likes and dislikes—his

temperament, his habits of work and play, his major characteristics, and numerous other things that him at the truth.

Aiding the boy with his self-analysis is an important part of the work. He will be unable to proceed with it intelligently without assistance. After the information has been carefully tabulated it is the guide's task to interpret it and to help the applicant to arrive at whatever conclusion the findings will warrant.

In this work the counselor must be prepared. He must have his plan of attack well mapped out. Unpreparedness will result in mere superficial dabbling. The questions, the anecdotes, the examples, and the illustrations should be thoroughly committed to memory and organized into a definite plan. Every guide should become familiar with the contents of Dr. Frank Parsons' *Choosing a Vocation*.¹ This little volume is replete with practical and concrete material. No counselor should be without it.

Another important part of vocational counselling is leading young men to get an acquaintance with various occupations by reading and observation. Boys should be directed to the many well written volumes on occupations, and encouraged to read widely. There are doubtless thousands of men who are failing in their pursuits because they were ignorant in their youth of vocational opportunity. Some educators believe that young men will usually choose aright if they are brought into direct contact with the world's work and thus made acquainted with the opportunities and requirements of the various callings.

¹Houghton Mifflin Company, New York.

In conclusion, let it be urged that the counselor bear ever in mind:

That his task is not simple.

That his work will require devotion and persistency.

That he bears a great responsibility.

That haste is fatal to success.

That the boy must not be given up because he seems to be a failure.

That every one has the right to choose his own vocation.

That the counselor should be progressive and keep posted on the newest vocational information.

That vocational guidance offers a rare opportunity for public service.



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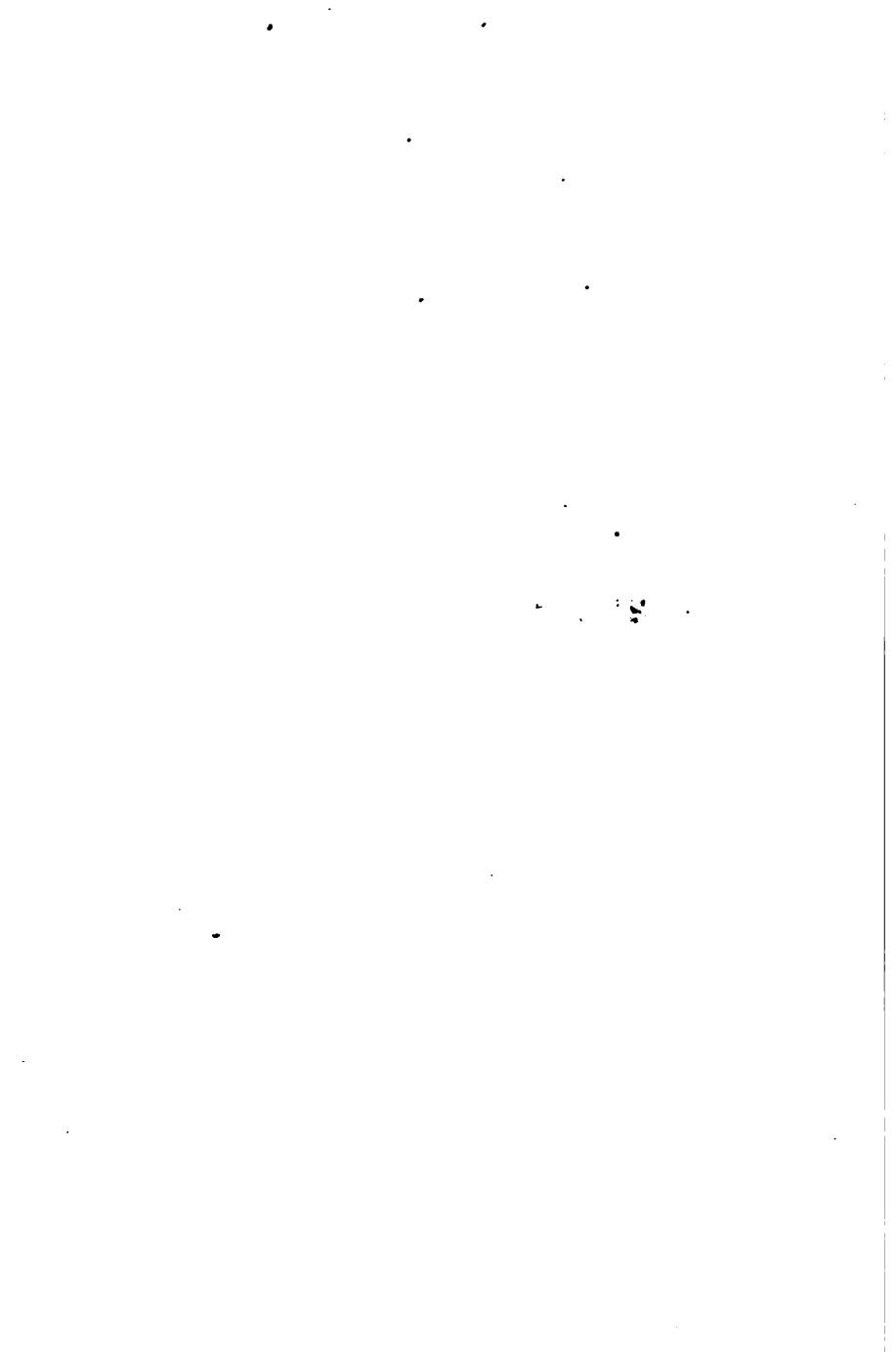
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